

December 19 1990  
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mailed by Kerin Hope  
Friday near  
SOUTH AFRICA  
Capital Markets  
Nationale de Paris  
Danish Bank Limited

Australia	200.00	100.00	100.00	100.00
Belgium	100.00	100.00	100.00	100.00
Canada	100.00	100.00	100.00	100.00
France	100.00	100.00	100.00	100.00
Germany	100.00	100.00	100.00	100.00
Italy	100.00	100.00	100.00	100.00
Japan	100.00	100.00	100.00	100.00
Netherlands	100.00	100.00	100.00	100.00
Spain	100.00	100.00	100.00	100.00
Sweden	100.00	100.00	100.00	100.00
Switzerland	100.00	100.00	100.00	100.00
UK	100.00	100.00	100.00	100.00
USA	100.00	100.00	100.00	100.00

**ECONOMY**  
**Anatomy of the UK recession**  
Page 17

**World News**

**Saudis deny making big profits from Gulf crisis**  
Saudi Arabia has denied that extra oil revenues earned since the start of the Gulf crisis are windfall profits, despite a 50 per cent leap in its oil exports since the Iraqi invasion of Kuwait on August 2. Page 4

**Lebanon leaders quit**  
The entire cabinet of Lebanese prime minister Salim Hoss resigned, clearing the way for the formation of a new government to include the country's rival militia leaders. Page 4

**Israeli concern**  
Israeli officials acknowledged deep concern about an emerging corruption scandal surrounding senior air force officers involved in arms procurement. Page 18

**Protesters on trial**  
Albania's ruling Party of Labour placed 157 people on trial following last week's violent anti-government protests by workers demanding an end to Communist rule. Page 2

**Help for Nader**  
Turkey said it supported efforts by Turkish banks to raise \$2m (£3.9m) needed to secure the release on bail of Nader, the chairman of Polly Peck International, who faces 14 charges of theft in London. Page 7

**Tokyo overture**  
Japan is ready to deepen ties with the Soviet Union and offer substantial aid if the two can resolve a long-standing row over who owns four islands. Takakazu Kurikawa, Japan's vice-foreign minister, said.

**Cholera kills 104**  
Cholera has killed 104 people in Zambia since it broke out in the north two months ago. An outbreak in the capital, Lusaka, killed about 200 people early this year.

**Ochoa surrenders**  
Colombian drug baron Fabio Ochoa, one of the country's most-hunted fugitives, gave himself up amid predictions that fellow-bosses of his Medellin cocaine cartel may soon follow. Page 8

**Raising a stink**  
French fishermen dumped 20 tonnes of herring and sardines in front of the European Community offices in Brussels in protest at EC plans to reduce catch quotas and net sizes.

**SA bombing arrest**  
Police detained a South African foreign affairs official in connection with a bomb which blasted the Pretoria home of the US ambassador in October.

**Malaysian success**  
Police smashed four drug syndicates in the Malaysian state of Penang this month, making 39 arrests and seizing a large haul of heroin and cannabis.

**Indian revenge**  
Angry passengers beat 10 bandits armed with homemade bombs to death after they attempted to hold up their train at remote Labha, about 900km east of New Delhi.

**New refugee chief**  
Mrs Sadako Ogata, a 63-year-old Japanese professor of foreign relations with experience in the UN Children's Fund, is set to be the next UN High Commissioner for Refugees. Page 4

**Coup plotters jailed**  
A Philippine military court gave its strongest warning yet to army rebels plotting to overthrow President Corason Aquino, sentencing 41 officers and men to jail terms of up to 32 years. Page 4

**Unfair fiddle**  
A car thief netted two victims said to be worth about £1m (£400,000) when he stole a car parked in a street in Durban, South Africa. One of the victims dates from 1989.

**Warning follows emergency powers plea from military chiefs and Orthodox Church**

**Gorbachev threatens direct rule**

By Quentin Peel in Moscow

**PRESIDENT** Mikhail Gorbachev yesterday promised to impose direct presidential rule on conflict zones in the Soviet Union if national security or people's lives were at stake.

His warning came after an open appeal to him by more than 50 leading Soviet citizens, including most of the military high command and the Patriarch of the Russian Orthodox Church, to use his emergency powers in areas of "major conflict".

Mr Gorbachev said that if he had to impose direct rule "the president in this case will have to take full responsibility upon himself, when all my attempts to come to agreement and act jointly fail to bring about consent".

His speech coincided with an admission by Mr Nikolai Ryzhkov, the prime minister, that perestroika as it was conceived had failed.

Both men were speaking at the fourth Congress of People's Deputies, summoned to seek solutions to the economic recession, the confrontation between central government and the republics, and the collapse of law and order.

Mr Gorbachev stopped short of identifying where he might impose emergency rule, instead urging both sides in every national conflict in the country to negotiate solutions to their own problems.

But he singled out as areas of grave concern the conflict between Armenia and Azerbaijan over Nagorno-Karabakh, the ethnic disputes in Georgia and Moldova, and the general situation in the Baltic republics.

Mr Gorbachev rejected accusations by Mr Boris Yeltsin, leader of the Russian republic and his arch political rival, about a new era of Kremlin dictatorship.

Mr Yeltsin accused Mr Gorbachev of accumulating more legal powers than any Soviet leader since the Revolution, including both Stalin and Brezhnev, the two Communist leaders whom Mr Gorbachev has most bitterly denounced.

"The time of commands from the Kremlin is past," he said. "The republics are not afraid of shots from the Kremlin. No decree will be carried out if the interests of the republics are sacrificed."

Mr Gorbachev said there was no such thing as the dictatorship of the Kremlin any more: the Kremlin belonged to everyone.



Nikolai Ryzhkov, left, and Boris Yeltsin in the Kremlin yesterday

was to blame for an economic crisis, in which money supply has increased by Rb22bn-Rb23bn this year, against the planned Rb10bn, and gross national product is expected to drop by 3 per cent.

He called for drastic presidential action to ban all republican laws and decrees which contradict the Soviet constitution and to impose a moratorium on strike action in an effort to prevent the continuing collapse of the Soviet economy. And he urged a ban on factory closures for environmental reasons, and the outlawing of all attempts to set up internal customs barriers.

He said unfinished construction projects now totalling Rb25bn, and foreign debt servicing would cost Rb9bn in "currency roubles" - about \$17.4bn in the coming year.

Foreign investors are refusing to give up credit on a commercial basis," he declared. "The main reason for this is not our state and political instability. Our exports decreased by 12 per cent, and our needs for foreign currency will grow." The government would have to buy 30m tonnes of grain on the international market next year, in spite of a record harvest. Just to maintain the food consumption of Moscow and Leningrad, it would have to buy 1.5m tonnes of meat, and 12m tonnes of milk and dairy products.

Republican tail attempts to wag Moscow dog, Page 2

Wall Street: The Dow Jones Industrial Average was down 3.46 at 2,823.27 at mid-session. Stock Markets, Back page, Section II

**MANNESSMANN**, German engineering group, has sold a majority stake in the heavily profitable computer business of its Kienzle subsidiary to Digital Equipment Corporation of the US, the world's third largest computer business. Page 19

**VENEZUELA'S** national oil company, PDVSA, plans to invest \$2bn for expansion and improvements at two oil refineries it owns in the US, according to an executive at the Venezuelan company. Page 3

**CANPEAU** Corporation, Canadian real estate and retailing group, saw prospects darken with a 25 per cent increase in its losses so far this year. Page 19

**BRAZIL'S** government has declared war on the country's powerful motor industry, denouncing the two biggest producers, Ford and Volkswagen, for what the Finance Minister described as "abusive price increases" undermining the battle against inflation. Page 21

**ITALIAN** trade minister Renato Ruggiero said EC had not given enough priority to trade issues and should now boost efforts to reach a consensus on farm subsidies to present in the deadlocked Uruguay Round talks. Page 3

**NCR**, Ohio computer company which is the target of a \$6.1bn hostile takeover bid from American Telephone and Telegraph (AT&T), has ruled out the prospect of a white knight stepping into the breach. Page 21

**ANA**, All Nippon Airways, became the second airline to acquire the new Boeing 777 twin engine wide body aircraft at the same time as placing the single biggest order to date by a Japanese airline for a European Airbus consortium aircraft. Page 18

**SMITH Corona** Corporation advanced another step in its decade-long campaign against alleged dumping by Japanese companies of typewriters and word processors in the US market. Page 3

**BUNDESBANK'S** December report says foreign investors have returned to the German government bond markets in recent months. Page 22

**PRIMEERICA**, US financial services conglomerate, emerged as the buyer of Landmark Financial Services, MNC Financial's consumer finance subsidiary, in a deal worth \$370m. The money raised will allow MNC to reduce indebtedness by around \$374m. Page 21

**DR MALCOLM MCINTOSH**, a former head of Australia's defence acquisition programme, is to succeed Sir Peter Levene as the British Ministry of Defence's chief of procurement. It was announced yesterday.

Sir Peter, who has reformed UK defence procurement and encouraged wider competition, is to join the US mergers and acquisitions company Wassenaar Perella in the new year as deputy chairman of its UK company.

The appointment, announced by the prime minister's office in London, has raised concern among some UK defence manufacturers that they may face tougher competition for UK orders because of Dr McIntosh's well-established contacts in the US arms industry.

Dr McIntosh, 45, now secretary of Australia's Department of Industry, Technology and Commerce, has been appointed initially for three years. He will head the Procurement Executive, responsible for buying equipment for all three UK armed services. A research sci-

entist by training, he was at the Australian Department of Defence from 1982 until July this year.

"I have explained to all my American and American colleagues that we carry our open procurement competition policy even to the appointment of senior posts," Sir Peter said yesterday.

Sir Peter's appointment to the ministry post in 1985 caused a stir, not least because of the salary attached to the job - \$36,000 (\$183,000) at the time, which made him the highest-paid civil servant. It is understood that Dr McIntosh will receive the standard civil service salary for his rank - about \$77,000.

Sir Peter had previously been chairman of United Scientific Holdings, a fast-growing defence group which has since fallen on difficult times.

Sir Peter's masterminded moves away from "cost plus" contracts, which guaranteed contractors a profit margin, towards firm-price deals tied to incentives and penalties. He also encouraged wider competi-

tion both nationally and internationally.

In the politically sensitive contest for the British army's new tank, he backed the purchase of the US M1A2 Abrams against the Challenger 2. The government's long-awaited decision between the two has been postponed to the spring.

Sir Peter, who is 49, will be a managing director of Wassenaar Perella and a shareholder. He is due to move from the ministry in March but to comply with the customary transition period for top civil servants he will not take up his new job until mid-June.

By taking Sir Peter on, Wassenaar Perella has signalled its determination to build up business in Europe.

It has become a leading mergers and acquisitions "boutique" since it was set up in 1982 by two former employees of PricewaterhouseCoopers, Bruce Wasserstein and Mr Joseph Perella. It has about 125 executives in the US, London, Tokyo and Paris. Nomura Securities of Japan holds a 20 per cent stake.

The dollar traded in a narrow range in London but sterling lost 1 1/2 pence against the D-Mark as international investors switched into the German currency following the discount rate cut. At its London close of DM2,850, the pound was 9 1/2 pence below its DM2.85 central rate in the exchange rate mechanism and only around 4 pence above its effective lower limit.

The discount rate cut, the first in four years, was a strong indication that the Fed wants the cost of credit to fall throughout the economy. It is now more worried about recession than inflation, which is moderating rapidly.

A few regional banks have cut their prime lending rates in recent days. But the big money-centre banks seem unwilling quickly to reduce their

**Australian appointed to head British defence procurement**

By David White, Defence Correspondent, in London

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\*Industrial rents (Jones Lang Wootton, Dec. 1989)

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**The twin peaks of democracy and wealth Salinas must scale**



President Carlos Salinas de Gortari of Mexico has scarcely put a foot wrong but he is concerned because Mexican presidents have tended to start off well and end up badly. Page 16

STERLING		DOLLAR		STOCK INDICES	
New York: Lanchtime	DM1.4735	New York: Lanchtime	DM1.4735	FT-SE 100:	2,178.7 (+16.9)
London:	FF5.0425	London:	FF5.0425	FT Ordinary:	1,707.1 (+12.9)
\$1.9315 (1.935)	FF1.2690	\$1.9315 (1.935)	FF1.2690	FT-A All-Share:	1,046.13 (+0.7%)
DM2.8550 (2.8725)	Y134.15	DM2.8550 (2.8725)	Y134.15	New York close:	DJ Ind. Av.
FF9.7350 (9.7825)	London:	FF9.7350 (9.7825)	London:	2,626.24 (-0.48)	S&P Comp
SF2.4625 (2.4575)	DM1.4735 (1.484)	SF2.4625 (2.4575)	DM1.4735 (1.484)	329.81 (-0.24)	Tokyo: Nikkei
Y250.00 (257.75)	FF5.0400 (5.055)	Y250.00 (257.75)	FF5.0400 (5.055)	24,876.78 (+452.76)	LONDON MONEY
Gold:	SF1.2895 (1.27)	Gold:	SF1.2895 (1.27)	3-month interbank:	closing 13 1/2% (14 1/2)
\$ index:	Y134.10 (133.25)	\$ index:	Y134.10 (133.25)	Life long gilt future:	Mar 89 52 (88 1/2)
New York: Comex Feb	\$ index: 60.9 (earme)	New York: Comex Feb	\$ index: 60.9 (earme)		
336.0	Tokyo close: Y133.27	336.0	Tokyo close: Y133.27		
London:	US LUNCHTIME	London:	US LUNCHTIME		
\$381.20 (376.95)	RATES	\$381.20 (376.95)	RATES		
M SEA OIL (Argus)	Fed Funds 7 1/2 %	M SEA OIL (Argus)	Fed Funds 7 1/2 %		
Brent Feb	3-mo Treasury Bills:	Brent Feb	3-mo Treasury Bills:		
\$26.70 (25.85)	yield: 8.83%	\$26.70 (25.85)	yield: 8.83%		
Chief price changes	Long Bond:	Chief price changes	Long Bond:		
yesterday: Page 16	1001 civl	yesterday: Page 16	1001 civl		
	yield: 8.17%		yield: 8.17%		



WORLD TRADE NEWS

# ECGD to win more freedom for export credit re-financing

By Peter Montagnon, World Trade Editor

BRITAIN'S Export Credits Guarantee Department is to win greater freedom to re-finance fixed-rate export credits in the capital markets under new legislation unveiled yesterday.

The legislation provides for privatisation of the ECGD's Cardiff-based short-term commercial risk insurance business, but the government is taking the opportunity to reduce the law under which its longer-term project insurance business operates. The project business stays in the public sector.

The draft law, to be discussed by Parliament on January 15, gives the government wider powers to enter into financial transactions "in the interests of proper financial management of the ECGD portfolio". Bankers say this will create fresh scope for cutting the cost of interest-rate subsidies by re-financing older export credits in the bond market and using debt swaps to obtain a favourable rate.

Some recent deals have been treated in this way, but the legal conditions applying to about 50% of older debt have made re-financing difficult. With the passage of the new law, this obstacle should be removed, but the actual volume of issues will depend on favourable market conditions. The law also extends formal authority to ECGD to issue guarantees in European Currency Units (Ecu), hitherto only possible by breaking down the Ecu and issuing separate guarantees for each currency.

## Smith Corona boosted by court ruling on dumping

By Nancy Dunne in Washington

SMITH CORONA Corporation this week advanced another step in its decade-long campaign against alleged dumping by Japanese companies of typewriters and word processors in the US market.

The company's chairman, Mr G. Lee Thompson, hailed a preliminary ruling by the US International Trade Commission (ITC) finding injury to the domestic industry inflicted by the sale of personal word processors at "less than fair market value". Smith Corona contends that seven Japanese manufacturers are selling their products at lower prices in the US than at home and in third-country markets.

Smith Corona is the lone domestic producer of portable typewriters and word processors for the US small-user market. The company, which manufactures in New York State and Singapore, has taken on the long expensive challenge to Japanese imports through a decade of fast-changing product lines, highly motivated by the loss of TV manufacturing and other technology industries to alleged Japanese dumping.

In April 1979, Smith Corona filed its first anti-dumping petition against electric typewriters. High dumping duties, which have since been modified,

## EC 'needs to boost farm trade efforts'

THE EC has not given enough priority to trade issues and should now boost efforts to reach a consensus on farm subsidies to present in the deadlocked Uruguay Round talks next month, David Gardner reports from Brussels.

This is the view of Mr Renato Ruggiero, Italian Trade Minister, who had the job of trying to co-ordinate the EC's position at the failed Round summit in Brussels earlier this month.

Mr Ruggiero, addressing the Centre for European Policy Studies "think tank" in Brussels, called urgently for "a flexible and discreet procedure to establish the area of consensus" in the EC before the trade talks resume next month. The "real first steps" the EC had taken from its initial position on farm supports were "not perceived as such by the other side".

He pointed to three fundamental paradoxes in the attitude of a Community which had begun as a trading bloc: trade problems were given low political priority; the EC lacked "a strategic vision" in international trade; negotiating procedures were too complex for the fluidity the situation demanded. The US, with its "fast-track" mandate, was much lighter on its feet than the European Commission.

## Exit destabilisation, enter post-apartheid dominance

AS South Africa edges towards political respectability, some of its business leaders are heading the regional co-operation drum with an enthusiasm threatening to drown economic realism, writes Tony Hawkins.

They are not alone in this. Within the Southern Africa Development Co-ordination Conference (SADCC), it has become fashionable to assume that post-apartheid South Africa will become its 11th member with far-reaching benefits for all participants.

Great scope exists for regional co-operation, especially in energy, transport, and tourism. The South Africans make much of their capacity to help their less-prosperous neighbours, whose efforts to reduce "dependence" on Pretoria, as part of the sanctions campaign, were notably unsuccessful. The ending of Pretoria's destabilisation activities, and, it is hoped, ceasefire pacts in Angola and Mozambique, would open the door to much-improved regional economic performance.

An obvious attraction of South African membership would be an immediate, though one-sided, boost to regional trade. Official figures for 1989-90 put intra-SADCC trade at only \$82m, a mere 4.5 per cent of its total for-

ign trade - while its trade with South Africa was valued at \$8.5bn, of which 88 per cent were imports.

These figures highlight the potential dangers of South African entry. If the plan is for a regional free trade area, favoured by many businessmen and some politicians, then South Africa, with a gross national product of some \$20bn, would swamp the other 10 states whose combined income is only \$28bn. Far from welcoming closer trade links with Pretoria, most of the 10 would need to restrict imports from South Africa, specifically of manufactured goods that would otherwise threaten their own industries.

South African manufacturers hold almost all the aces in regional competition - lower transport costs, a more efficient infrastructure, sophisticated financial markets, advanced technology, a dynamic private sector, and a bigger domestic market.

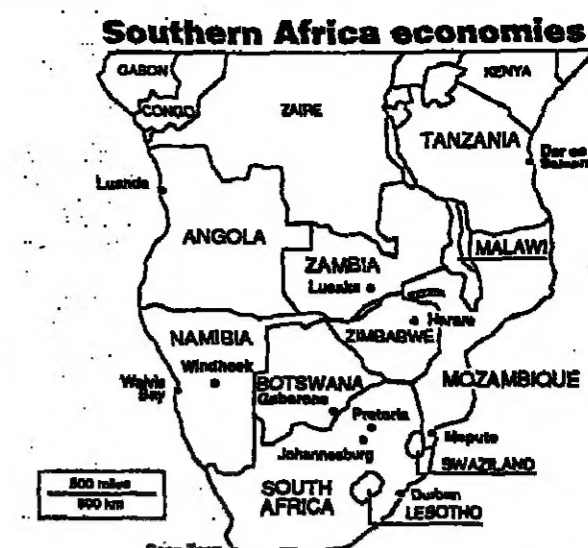
Faced with such competition, the best industrialists in Zimbabwe, Zambia, or Botswana could hope for would be a loss of cost competitiveness in South Africa as a post-apartheid administration raised wages and taxes in an effort to redistribute income. Already, a third of South Africa's exports of manufactures go to sub-Sa-

haran Africa. South African industry is bound to be an aggressive competitor on a continent seen as its natural marketplace.

This lies at the heart of Pretoria's enthusiasm for closer regional links. But the SADCC states have little to offer in return, except primary commodities - Angolan oil, Zambian copper, Malawian tea, Botswana soda ash and Zimbabwe tobacco. As political constraints fall away, the trading pattern is likely to be more lopsided.

A free trade area, which is one option, would probably condemn Pretoria's neighbours to satellite status. They would continue to rely on their primary product exports supplemented by some processing activities and basic manufactures for local consumption. But faced with relatively open competition from South Africa, the odds would be stacked against their achieving the breakthrough into industrialisation most are anxious for.

Before much longer, SADCC member states must respond to an economic threat from Pretoria that could prove more serious than the political and military destabilisation of the 1980s. Last month, member states of the East and Southern Africa Preferential Trade Area (PTA), to which most SADCC



	GNP (\$bn)	Regional income share	GNP per head (\$)
Angola	5.0	4.9%	525
Botswana	1.5	1.5%	1,250
Lesotho	0.7	0.7%	410
Malawi	1.3	1.3%	160
Mozambique	1.6	1.6%	100
Namibia	1.8	1.8%	930
Swaziland	0.8	0.8%	790
Tanzania	3.8	3.7%	160
Zambia	2.2	2.1%	290
Zimbabwe	6.1	6.0%	880
South Africa	78.0	78.0%	2,300

Source: World Bank (1989)

states belong, agreed on regional monetary union within five years. While such schemes head the agenda rather than the nitty-gritty of trade and investment promotion, economic co-operation will stay a pipedream.

What's on, who's up, where's news:  
The Economist's usual mixture. Plus, this week, much more.

Our double issue has a guide to plum jobs, listens in to a chat between an archbishop and an imam, checks up on the arithmetic of corporate jets, and takes taxis around the world.

It harks back to central banking in the 1920s, dissects America's crime figures, probes the meaning of the nation-state, stares at stained glass, and wonders about Gaia the earth goddess.

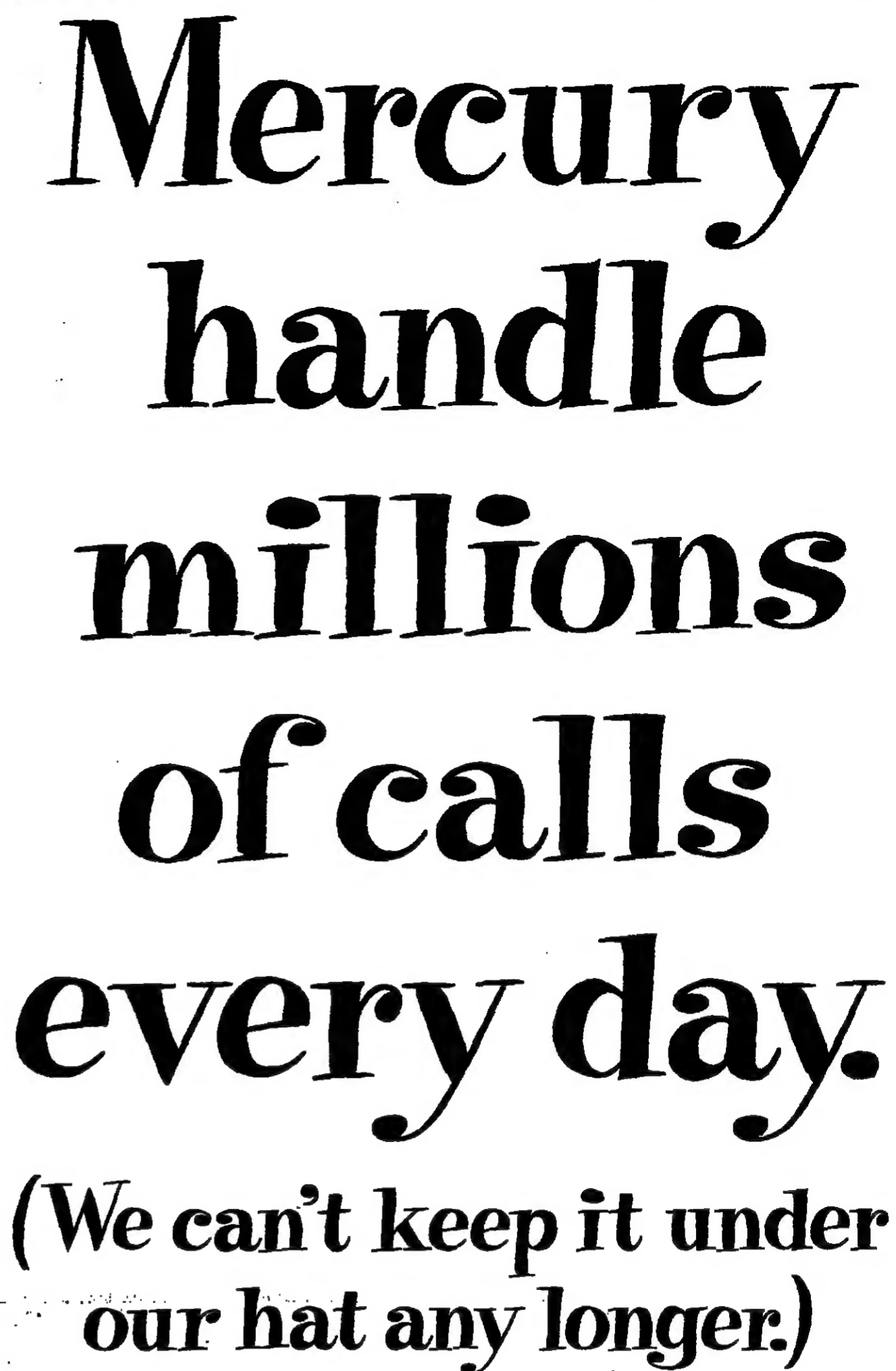
It chronicles prices down the decades, laments the devaluation of the English language, cheers the spread of democracy, and spends a week in a Russian factory.

Just to complete the picture, it has a 13-page survey of the art market.

The Economist's double issue. For those who need to be seasonally adjusted. It's a cracker.

The Economist



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UK NEWS

# UK urges Brussels to drop prosecution over beaches

By John Hunt, Environment Correspondent

THE government is today launching a bid to persuade the European Commission to drop its prosecution of Britain over its dirty beaches.

Mr David Trippier, Minister of State for the Environment, will tell Mr Carlo Ripa di Meana, the EC Environment Commissioner in Brussels, that Britain is bringing forward the date by which all of its beaches will be able to meet the standards laid down in the Community's bathing waters directive.

Originally Britain said this could be achieved by the year 2000. Now Mr Trippier is saying that nearly all the beaches will meet the standards by 1995 and that the remaining few - about nine - will comply by 1997.

There are 136 UK beaches that do not meet the standards and the Commission has started proceedings against Britain in the European Court. "I don't see why we should be in the dock about this," said Mr Trippier yesterday.

"We just can't do any more than we are at the moment."

He will meet the EC commissioner at the two-day meeting of EC ministers which starts in Brussels today.

Measures to enable member states to introduce tax incentives on cleaner cars which are less polluting will also be discussed during the debate on the vehicle emissions directive which introduces stricter standards for exhaust emissions.

The tax incentives would aim to encourage "greener" cars ahead of a further tightening of standards later in the decade.

"We hope to work for a position on the availability of tax incentives which all our partners can accept," said Mr Trippier. "As a member state we are prepared to consider fiscal incentives."

Britain will also be pressing for an earlier deadline to phase out of all CFCs (chlorofluorocarbons) which damage the ozone layer.

The meeting will be discussing European Community compliance with the Montreal Protocol provisions which stipulate abolition of all CFC use by the year 2000, a 50 per cent cut by 1995 and an 85 per cent reduction by 1997.

It had been thought that abolition by 1997 was unacceptable because it would be impossible to find a substitute for CFCs used in medical aerosols by that time. But Mr Trippier believes that these substitutes will now be available by that date.

## BRITAIN IN BRIEF



### Crime rises by 16% in last quarter

Recorded crime in England and Wales was 16 per cent higher in the third quarter of this year than the same quarter last year, the second largest quarterly increase since records began in 1957.

The figures show a 14 per cent rise in the year to the end of September compared with an average annual rise between 1980 and 1989 of 5 per cent.

The largest increases were in crimes relating to property, with burglary up by 17 per cent and theft up 15 per cent.

### Price increase at Vauxhall

Vauxhall, the UK subsidiary of General Motors of the US, is to increase the prices of its cars and light commercial vehicles by an average of 3.6 per cent with effect from January 14.

The Vauxhall move is expected to herald a round of price increases from other car makers in the UK in coming weeks despite the depressed state of the UK market.

### Hurd hopeful on S Africa

There is a "reasonable chance" of a negotiated solution in South Africa although political violence in the country poses "the main impediment to progress", according to Mr Douglas Hurd, the foreign secretary.

He also welcomed the European Community's recent decision to lift its ban on investment in South Africa.

Speaking at a House of Commons select committee, the foreign secretary urged Commonwealth countries to consider restoring sporting links with Pretoria, and defended government's policy of linking aid levels to "good government" in the recipient countries.



Hurd: seeking solution

### Engine-maker cuts 600 jobs

Cummins Engine, the loss-making US diesel engine producer, is to cut 600 jobs in the UK over the next 12 months and transfer some activities to the US.

The company, which has six British facilities, attributed the moves partly to this year's collapse of the UK truck and bus markets.

The cutbacks mean that by the end of next year Cummins will have lost 12 per cent of its UK work force of 5,000.

### Compensation for investors

Some £12m of compensation is expected to be paid to customers of investment firms which have gone bust in the past nine months, Mr David Walker, chairman of the Securities and Investments Board, told MPs.

This is sharply up on the £7m of the previous twelve months, and is likely to rise further by the time the

Investors' Compensation Scheme's financial year ends in April.

Mr Walker said it was right not to have raised the maximum pay-out under the compensation scheme from the £48,000 at which it has stood for the past two years.

### Action pledged on jail suicides

Action to reduce the number of suicides in prison has been pledged by the government in the wake of a report from Judge Stephen Tumm, chief inspector of prisons.

So far this year 48 prisoners have taken their own lives and Judge Tumm's report says strategies to prevent suicide are not working well enough. He calls for improvements in the design of cells and prison hospitals, and says a target date should be set for completing the installation of integral sanitation in cells.

### Approval for power station

Powergen, the smaller of the two generating companies to be floated in February, has won planning consent for a new power station in southern England.

The station, sited near Hoddeston, Hertfordshire, will be one of the largest of the new generation combined cycle gas turbine (CCGT) stations.

### Arts funding reform delayed

Mr Timothy Renton, the new arts minister, said plans to devolve the system of arts funding will be slowed down to give the proposed regional arts boards more time to get established. Mr Renton said that he remained committed to the devolution strategy which is intended to strengthen regional accountability and increase value for money.

The devolution will now take place in two stages: the first in April 1992, with the timing of the second phase to be suggested by the Arts Council.

## World's 'fastest' drophead goes on sale



A British motor manufacturer has launched one of the country's most expensive sports cars. The £98,000 Tempest (pictured above) is being produced primarily for overseas customers by the Jankel Corporation, based in Surrey, southern England.

Mr Robert Jankel, the designer, claims The Tempest will be the world's fastest drophead car in production - accelerating from 0-60mph in 3.5 seconds with a maximum speed of more than 200mph. The company plans to build six cars a month.

## Nadir wins bail backing in Ankara

By David Barchard and Raymond Hughes



Mr Asil Nadir

TURKEY yesterday said it supported efforts by Turkish banks to raise the £2m needed to secure the release on bail of Mr Asil Nadir, the chairman of Polly Peck International.

The Turkish Foreign Ministry said: "Mr Nadir is our citizen. On the subject of bail, I know that banks in Turkey are making a significant effort and the Turkish government fully supports this. We hope the British judicial system will solve the issue in a fair way."

London lawyers for Mr Nadir, who have been trying since Monday to raise the £2m, could not be contacted yesterday for comments on the foreign ministry's statement.

Powerful advocacy on Mr Nadir's behalf is believed to have come from Mr Rafi Denktaş, the Turkish-Cypriot leader, who visited Ankara this week. On Tuesday, he told journalists he was hoping for Turkish backing to find bail for Mr Nadir.

Mr Nadir spent a third night in London's Wormwood Scrubs prison, to which he had been taken on Monday when he was unable to raise all the £3.5m bail set by Sir David Hopkin, the chief metropolitan magistrate, at Bow Street court. It is believed to be the largest bail figure set by a British court.

Mr Nadir was visited yesterday by Mr Martin Lewis, one of his solicitors, who said his client was in good spirits. A Turkish diplomat also saw Mr Nadir.

An application to vary Mr Nadir's bail conditions appeared in yesterday's list of High Court business, but no lawyers arrived to pursue it.

Looking to the new political year there is one lesson: expect the unexpected. Not least of the mysteries is the future role of Mrs Margaret Thatcher

## Major's path is still uncertain

By Philip Stephens, Political Editor

IF 1990 proved one of the most tumultuous years in recent political history, 1991 promises to be one of the more fascinating.

The manner of Mrs Margaret Thatcher's departure provided a salutary reminder of the perils of political prediction.

It was startling enough that the Tory party was ready to remove her. But anyone who had sketched out a sequence which began with a devastating speech by Sir Geoffrey Howe and ended with a poll tax review headed by Mr Michael Heseltine would have been invited to write the plot for the next political thriller to become a best seller.

So those convinced by the new certainties emerging at Westminster - that the only questions about the general election are the date and the size of the Tory majority - would be wise to make allowance for the unexpected.

Instead, 1991 might best be looked at something like this: there will probably be an election, most likely date is October but it might well be June and there is a small possibility that it could be March; on current form Mr John Major should win, but few of his colleagues dismiss the possibility of a hung parliament and a few are prepared to admit that Labour could just scrape through; if Mr Major loses he might well find himself the shortest-serving Tory leader since Sir Alec Douglas-Home; if Mr Neil Kinnock loses he will be replaced as suddenly as was Mrs Thatcher.

There can be no doubt about the new mood of optimism sweeping through the Tory Party. Ministers nowadays travel to cabinet meetings with smiles rather than frowns on their faces.

The panoply of policy "no-go areas" under Mrs Thatcher is gradually being dismantled. Ministers talk of policy reviews based on rational debate rather than of huddled discussions held in fear of offending the prevailing prejudices in Downing Street.

In the battle for the votes of the uncommitted, Mr Major is shifting the centre of gravity in the Tory Party back towards the centre.

He has not done a great deal yet but there are straws in the



In the battle for the votes of the uncommitted, Mr John Major (pictured above with his wife) is shifting the centre of gravity in the Tory Party back towards the centre... but Britain's partners in the European Community may be unwilling to offer the "fudge" on a single currency that Mr Major needs. The prime minister himself is untested and the Gulf crisis is full of traps.

wind. Mr Heseltine's poll tax review seems set to conclude that there is only one way to deal with the flagship of Mrs Thatcher's third term - to sink it. The rating system is slowly being lifted from the ocean floor.

The prime minister is no instinctive federalist but his ebullient tone at the Rome summit is the precursor for a more pragmatic approach in the substance of policy towards Europe.

He, like most in the Tory party, does not want a single currency, but the others are determined to push ahead then

Britain will be part of it. There are other areas where the direction of policy will change.

Those wishing to speculate about the budget could do worse than to look at how Mr Norman Lamont, the new Chancellor of the Exchequer, may make a start of streamlining the tangle of poverty traps at the bottom end of the income scale.

In Mr Major's view the rich have had their incentives. It is time for a few rungs to be inserted at the bottom end of the income scale. But the question Mr Major

## Christmas crackdown on credit

Emma Tucker, in London's West End, on shoppers and borrowing

YESTERDAY'S crackdown on the promotion of consumer credit was in part a reaction to the belief that credit card borrowing to finance spending has got out of hand.

But the government's announcement coincided with one of the quietest Christmas shopping sprees in recent years, and shoppers in Central London were quick to claim that they were being more responsible in their use of credit cards than was commonly believed.

Concern over credit card debt was fuelled last month by figures from the CSO showing that the amount outstanding on credit cards was £7.1bn at the end of October.

The CSO said new credit advanced on credit cards in October totalled £2bn, but it also pointed out that much of that would have been paid off at the end of the month.

Barclaycard said yesterday almost half its customers paid their debts in full at the end of each month - three years ago that figure was 41 per cent, since when the proportion has risen every year.

It said borrowing on Barclaycard in October - the amount outstanding at the end of the month - was up 4 per cent on September, which it said was normal for the time of year.

So while the CSO figures showed a sharp increase, the evidence from the big credit card lenders was that borrowing was normal.

Mrs Elizabeth Stanton, director of the Retail Credit Group, a trade association of retail finance companies, said: "There is something odd in the figures. There doesn't seem to have been any great explosion either in credit or in sales."



Shopping by card: caution is growing among customers

The group's figures showed that the total amount owing on retail cards did not change significantly from August to October, staying roughly at a level of £1.2bn.

This year, faced with the slump in high street sales, retailers are offering attractive deals to Christmas shoppers.

But anecdotal evidence from Christmas shoppers in Central London would suggest that this year's shoppers, more timid than last year's, have woken up to the dangers of credit card borrowing and are reacting anyway to the high

cost of borrowing without any help from the government.

London's central shopping district, clustered around the main thoroughfares of Oxford Street and Regent Street, is normally a seething mass of shoppers as Christmas approaches. This year many retailers point to a worrying lack of shopping hysteria.

Mr Ian Conditrey, shopping in Oxford Street, was not a victim of the alleged credit card hard sell. He had never had a credit card. "I know what I am like," he said. "I would go straight out and spend all my

money."

In another shop, Mrs Penny Cann said she was equally on top of the situation. She had 11 credit cards - a combination of bank credit cards and store cards - but no debts to pay. Shopping with a credit card was purely a matter of convenience.

"I don't run up debts, but pay all the cards off at the end of each month," she said.

Less lucky was Miss Katie Orchard, a personal assistant, who said that in order to afford the cost of living in London, she faced a choice of either a huge overdraft or a credit card debt. She believed the credit card alternative to be the cheaper.

"I don't like using my Access card, because it takes so long to pay it off," she said. "I have had it for a year and a half and I have never managed to get it down to naught."

Her debt is now running at around £700. "I am having problems paying my debts now, let alone after Christmas," she said.

Unlike Miss Orchard, Mr Patrick Bateson, who works for London Underground, said he enjoyed the convenience of a credit card but could get by without one.

"It bothers me being in debt," he said. "I try to pay it off at the end of every month and I only really use it for booking holidays."

All the bodies responsible for issuing retail or credit cards continue to stress the caution with which they do so. Marks and Spencers, which only accepts its own retail card, said that its decision to issue the card, was in response to customers' needs rather than as a means of encouraging them to seek credit.

ividends  
with Tim Cook

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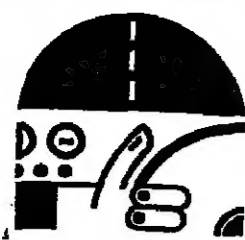
as its investment advisor

July 1990



# JAPANESE AUTOMOTIVE INDUSTRY

Thursday December 20 1990



First came the export drive. Now, Japanese manufacturers have switched their strategic focus to the development of "transplants" abroad. Already, they have a substantial presence in the US. The battleground is shifting to Europe, writes Kevin Done

## The global network

THE JAPANESE challenge in the world motor industry has taken on daunting proportions. With 11 Japanese assembly plants operating in north America, the focus of the development of a global production network is now moving to Europe, which is set to become the battleground of the 1990s.

In the US, Japanese cars already take more than 30 per cent of the market (including Japanese-derived cars sold under US car makers' badges), and the transplants, Japanese vehicle plants located overseas, accounted for 21 per cent of US car output in the first six months this year.

A provocative study\* published recently after research undertaken by the International Motor Vehicle Programme at the Massachusetts Institute of Technology, claims that "the speed and scale of this process are truly extraordinary. Nothing like it has ever occurred in industrial history."

In effect, between 1982 and 1992 the Japanese will have built in the US mid-west an auto industry larger than that of Britain or Italy or Spain and almost the size of the French industry. By the late 1990s the Japanese companies will

account for at least a third of north American automobile production capacity - perhaps much more - and have the ability to design and manufacture entire vehicles in a wholly foreign culture 7,000 miles from their origins.

Automobile production in Japan itself last year reached 13m units, including cars, mini-vehicles, trucks and buses. Japan overtook the US as the world's largest vehicle producer in 1989. Since then, its lead has not been challenged. (It ousted the US as the world's biggest car-maker in 1987.) Last year Japan accounted for 26 per cent of the world's vehicle production.

Japan's progress has been remorseless as domestic vehicle production has grown sevenfold in the last 25 years. The initial expansion abroad was through direct exports and the development of simple kit assembly operations overseas, but in the last decade as trade frictions have grown, the overseas expansion has become much more sophisticated.

Japanese vehicle makers have established fully-fledged manufacturing operations abroad, and in response to demands for higher local content, they have looked increas-

ingly to the use of local components suppliers.

Local content remains a vexed issue for their overseas competitors, however. In the US, the vehicle assemblers have been followed by a wave of Japanese components suppliers, which also seek to globalise their operations and see the transplants as providing a bridgehead in foreign markets.

With overseas assembly capacity either under way or already in place - total production capacity of the Japanese transplants in north America could top 2.5m vehicles a year by 1992 - the Japanese are now moving to the next phase of their overseas expansion by setting up vehicle development and engineering resources abroad.

Some foreign car-makers are still deeply sceptical as to whether their Japanese rivals will be prepared seriously to engage in such moves, preferring to view the Japanese assault as being based on screw-driver plants with dubious levels of local content.

Such a view overlooks developments already under way, however, and it significantly disregards the attraction for Japanese producers, facing shortages of skilled engineers

at home, of being able to draw on the wider reserves of the labour markets in north America and western Europe.

The imposition in the US of restraints on Japanese direct car exports at the beginning of the 1980s has probably accelerated the build-up of Japanese manufacturing capacity abroad, and the US ceiling on car imports is now largely academic as the volume of Japanese car exports has fallen, albeit modestly, in the last two years. (While the volume has fallen, however, Japanese car-makers have increased the value of exports by moving rapidly to more profitable executive and luxury cars.)

Japan's automobile exports have been on a declining trend since 1985, when they peaked at 6.73m. In 1989 they fell by 3.6 per cent to 6.48m. The continuing increase in production has been made possible by a surge in domestic demand in the last few years, which saw total Japanese new vehicle registrations jump by 8 per cent in 1989 after 11.7 per cent in 1988.

The country's vehicle makers are also investing in extra capacity at home, spurred by an increase in domestic new car sales of 18.5 per cent in 1989 and 13.5 per cent in 1988.

According to Mr Tetsuo Arakawa, its vice-president for international operations, Nissan Motor has a "clear-cut" commitment to reduce vehicle exports from Japan as it builds up overseas production. "By the end of the 1990s, we plan to reduce our export volume to roughly one half of the peak level of 1986," he says.

"How to come to grips with globalisation will be one of the major issues facing the motor vehicle industry during this decade," maintains Mr Arakawa. Nissan's response in part has been to create two new umbrella companies, Nissan Europe and Nissan North America this year.

Mr Arakawa says the company is "in the process of transferring to them most of the functions and authority of our head office in Japan." Nissan had laid the foundations for the localisation of decision-making so as to establish a "tripolar management structure encompassing Japan, north America and Europe."

"We will need to manage our operations from the standpoint of one global market and one global production system."

While north America was the main stage for the trade conflicts arising from the rapid

overseas expansion of Japan's automobile industry in the 1980s, the focus has now shifted to Europe, where the European Community is still in disarray over the formulation of a policy to deal with Japanese car imports in the era of the single European market.

The Japanese industry has by and large preferred private lobbying to public attack in the battle to gain the ear of Brussels, but earlier this year Mr Yoshikazu Kawana, president of Nissan Europe, did break cover to put the Japanese case.

It was "in the interest of European industry to live with open markets," he said. Europe needed a greater competitive edge to establish itself in markets where there was little or no indigenous vehicle industry. "The real battle will be fought on these neutral territories, where neither Japanese nor European manufacturers have a home advantage."

However, car-makers in Europe are lobbying hard for continuing protection beyond the end of 1992. "An open door policy to Japanese assembly plants without some strategy to ensure that they include a reasonable level of European economic benefit, employment and added value begins to look

like a local form of *harakiri*," says Mr Lindsay Halstead, chairman of Ford of Europe.

To the authors of the MIT study, however, "scaremongering about the Japanese threat and tougher forms of protection are not the answer and are self-defeating."

They claim that what lies behind the Japanese vehicle industry's success in the last two decades is a revolution in manufacturing as sweeping as the triumph of mass production over craft production in the early part of the century.

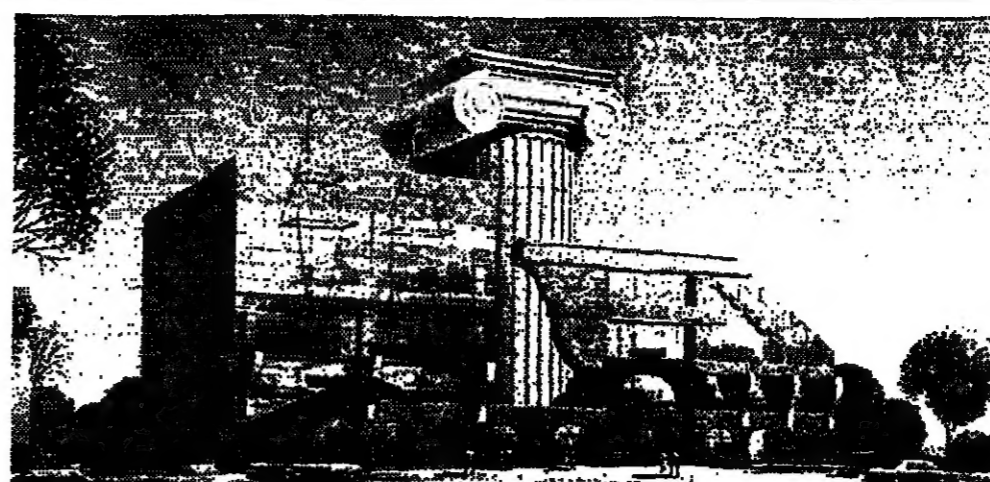
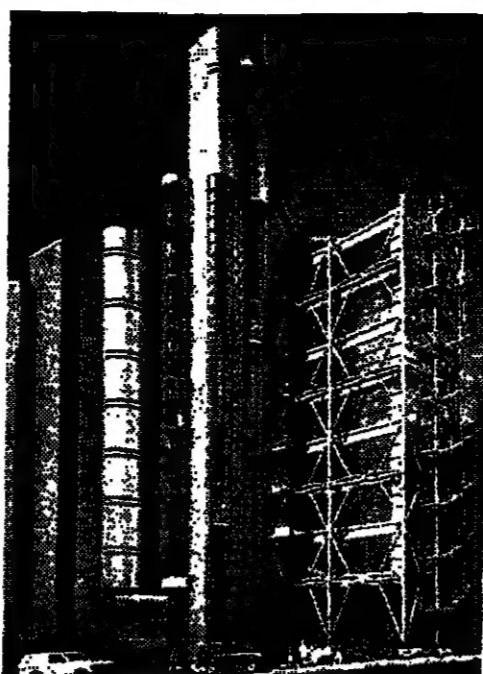
Techniques of so-called "lean production" developed in Japan, have rapidly made mass production obsolete, they say.

These developments are seen as the key to the disparities in performance of the world's leading car makers. The study shows that Europeans take more than twice as many hours as the Japanese to assemble a car. It takes the Europeans and the Americans almost double the engineering effort to develop a new car compared with the Japanese, and the Japanese will be finished in two-thirds of the time.

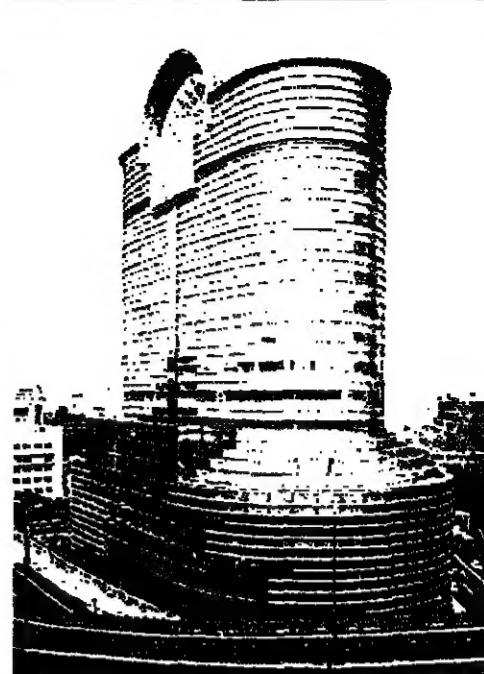
*"The Machine That Changed The World"*, James P. Womack, Daniel T. Jones & Daniel Roos. Random Associates, Macmillan New York, \$22.50.

**IN THIS SURVEY**

- IN the preparations for the European Community's single market, no issue has proven more intractable, time-consuming or potentially more explosive than the attempt to formulate a policy on Japanese car sales in the EC after 1992, writes Guy de Jonquieres Page 5
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- The motor industry trade balance: Japan clears path for western car imports Page 2
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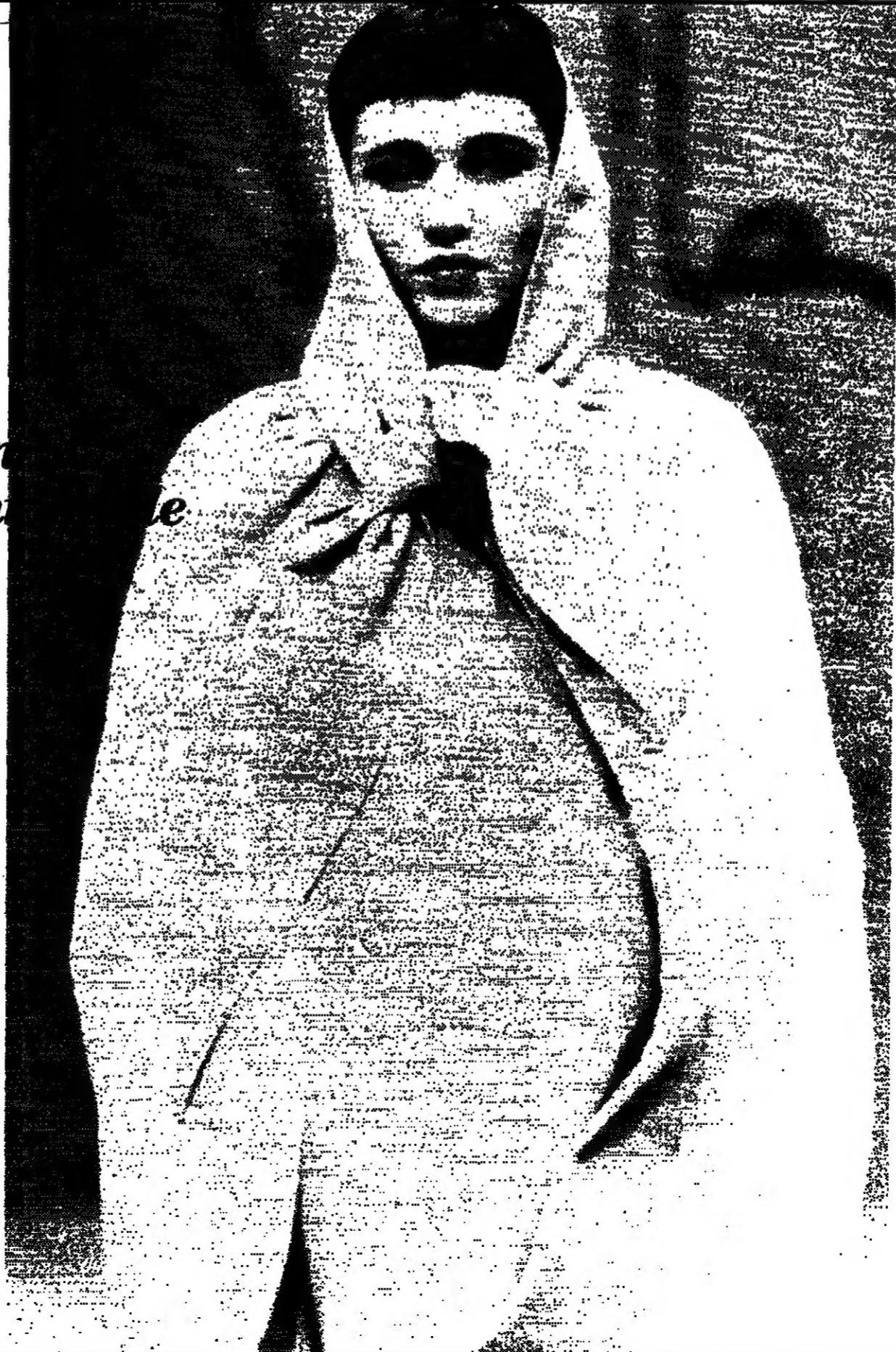


The rapidly changing face of motor business in Japan. (Above) Mazda's multi-function M2 building, under construction, will serve as a Tokyo showcase for its vehicles; to gather information and opinion from consumers about models of the future, and as an initial design and development centre. (Left) The new headquarters of Rover Japan,



to be occupied by the UK group early next year, symbolises a major wave of investment by western vehicle makers expecting nearly 1m sales by the mid- to late-1990s. (Right) Toyota's Amulux, the multi-storey exhibition centre in Tokyo which has just opened, houses the company's products in "lifestyle" settings, with bars, concert hall and a cinema.

## Making Environmental Responsibility Fashionable



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Internationally famous fashion designer and environmentalist, Sybilla selected *Ecosine*\*, sold in Europe under the name *Alcantara*, for her 1990-1991 fall and winter collection.

## JAPANESE AUTOMOTIVE INDUSTRY 2

## COMPONENTS SECTOR

## Next stop: Europe

THE PAST few years have provided good times for Japan's component makers.

They have benefited from very strong growth in their domestic car market, and the heavy dependence Japan's vehicle makers place on them. The components sector accounts for about 70 per cent of the production cost of Japanese cars, compared with around 60 per cent in western Europe and only around half in north America.

More than 350 Japanese component suppliers have surged into the US in the wake of Japanese vehicle makers which this year will produce around 1.2m cars and light commercial vehicles at their north American "transplants", and are installing capacity for many more.

Western Europe is emerging as another area ripe for expansion by the Japanese component industry, with vehicle manufacturing plants being set up by Nissan, Honda and Toyota in the UK, plus other plants in Spain, acting as the catalyst.

Elsewhere in the world, notably developing Asia, nations, it is mainly Japanese vehicle and component makers which have been transferring the technology needed for countries like Malaysia to get their fledgling car industries off the ground.

The picture is not a wholly bright one, however.

Like most other of Japan's business sectors, the components industry is becoming enmeshed in a gathering labour crisis.

Already, there are nearly one and a half jobs in Japan for every available employee.

Worse, grumbles Mr Chosei Ujio, executive managing director of Nippondenso, Japan's largest - and the world's second largest - components producer, many young employees, graduates and non-graduates alike, "don't want to work". At least, he implies, they have little or no intention of continuing the slavish devotion to duty of Japan's previous generations, for whom working prolonged hours and forgoing holidays have been perceived as a badge of honour.

Whatever the pros and cons of that particular debate, the effect is the same: to exacerbate the labour shortage in a country still reluctant, for sociological reasons, to alleviate it by a wholesale return to work by married women.

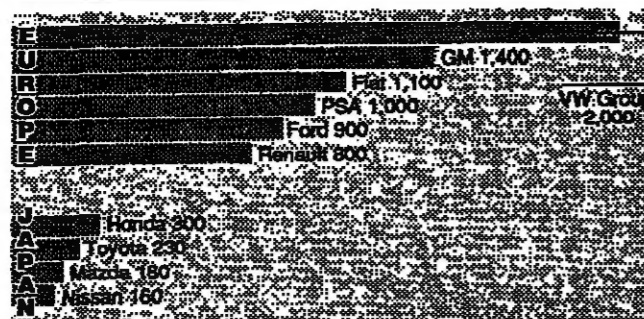
Domestic expansion has been increasingly inhibited too, by a daunting spiral in land costs which only recently has started to be checked.

Nippondenso, as a "flagship" employer, is not feeling the labour pinch as severely as smaller, second and third-tier suppliers, says Mr Ujio. These have begun resorting to Filipino and other external, mainly Asian labour - a course of action fraught with social and other problems and unlikely to be allowed to develop too far.

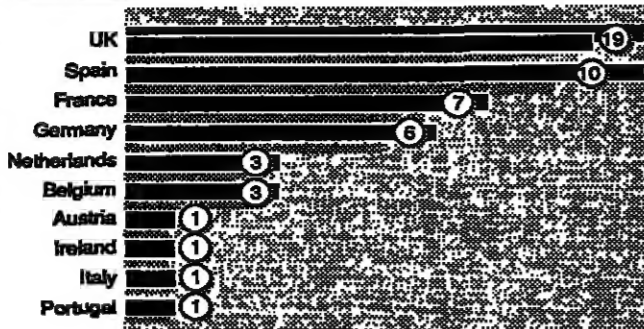
In north America, the first flush of success for some Japanese suppliers has faded. Gaining contracts from indigenous vehicle makers has proved more difficult than expected; workforces have usually proved less compliant and productive than their Japanese counterparts, and overall operating costs have often proved higher than hoped.

In Europe, growth prospects ought to be more limited than

## Component suppliers per manufacturer



## Japanese component suppliers in the EC



In north America, despite the region's higher total vehicle production.

Partly this arises from the Japanese vehicle makers' commitment to use as many indigenous European component suppliers as possible in their "transplants", against the background of political tensions over the Japanese presence in Europe. Also, Mr Ujio acknowledges, it would reflect the fact that the European components industry is considerably stronger than that of

## There are nearly one and a half jobs for every available employee

north America. Finally, the complexity of the European motor industry, with many more large and medium size vehicle makers, is likely to make profits more elusive through lack of economies of scale.

In Asia, the inability of individual countries to agree on a co-operative approach to component manufacture, as a means of achieving competitive economies of scale, is also proving frustrating to Japanese suppliers.

Yet Mr Nobuo Nobumoto, chairman and chief executive of Akebono Brake Industry and president of the Japanese Auto Parts Industry Association, says that the Japanese industry, in the end, may have no option but to forge ahead with further overseas expansion even if it is not justified by demand in local markets.

Such plants, he suggests, would achieve viability by shipping part of their production back to Japan to feed domestic vehicle plants - helping to lessen Japan's large balance of motor trade surplus in the process.

Even so, both Nippondenso and Akebono indicate that they do not expect a European presence on the scale of that of the US. But then they were low key about the prospects for US

TOYOTA'S ANNOUNCEMENT a month ago that it plans to spend around \$500m to double the capacity of its US car plant at Georgetown, Kentucky, could hardly have come at a more telling moment for the US motor industry.

It illustrates in the harshest terms the contrasting fortunes of the leading Japanese and north American car makers. Toyota's expansion comes at a time when the signals from the traditional domestic US car producers are almost universally gloomy.

Ford has recently warned that it expects a loss in the final quarter of the year. It has faced mounting losses from its domestic auto business as the US car market has weakened further and the costs of its buyer incentive programmes have risen.

The overall US car market has declined again this year, and the auto industry expects a further fall in 1991. Mr Philip Benton, Ford Motor president, warned this month that the company could cut its US white-collar workforce by up to 7 per cent in the next year.

Profits are under enormous pressure in the north American market - no-one in his right mind would go into the car business in north America," he said.

General Motors, still the world's biggest vehicle maker, was forced to announce last month a \$2.1bn special charge against its third quarter earnings for a restructuring programme that includes the closure of at least four US plants and provision for the closure of additional north American plants and warehousing operations. As a result it recorded a net loss of \$2bn for the third quarter.

The relentless Japanese challenge is one of the biggest factors behind the pressure now being exerted on the traditional big three US producers, GM, Ford and Chrysler. The focus of the Japanese effort to build a global car production base may now have turned towards western Europe, but to date it is the US domestic producers that have borne the brunt of Japanese competition.

Cars have started to roll in increasing numbers off the lines of the Japanese assembly plants developed in North America during the second

half of the 1980s.

The development of the Japanese presence in the US has taken on awesome proportions. Japanese-badged cars captured 27.3 per cent of the US new car market in the first half of the year. The total share of Japanese-derived cars in the US already exceeds 30 per cent, as GM, Ford and Chrysler also market under their own brand names cars supplied either from Japan or from the so-called Japanese transplants - assembly plants based in the US.

The transplants, including joint ventures with US car makers such as NUMMI (Toyota/GM) and Diamond Star (Mitsubishi/Chrysler) accounted for 21 per cent of total US car output in the first six months of 1990 compared with only 14.3 per cent a year earlier. While total US car output in the first half declined by 16.8 per cent to 3.19m, production by the Japanese transplants jumped by 17.5 per cent to 689,000.

Last year a Japanese car, the Honda Accord, was best-selling car in the US, and both Honda and Toyota are threatening to oust Chrysler from third place in the US car market.

GM, the stumbling giant of the world auto industry and still the world's biggest vehicle maker, has been the major casualty in the US auto market of the last decade, despite a \$7bn investment effort in the 1980s that has been poured into re-equipping and rebuilding plants - often with the most advanced but untried technologies - and into developing new models.

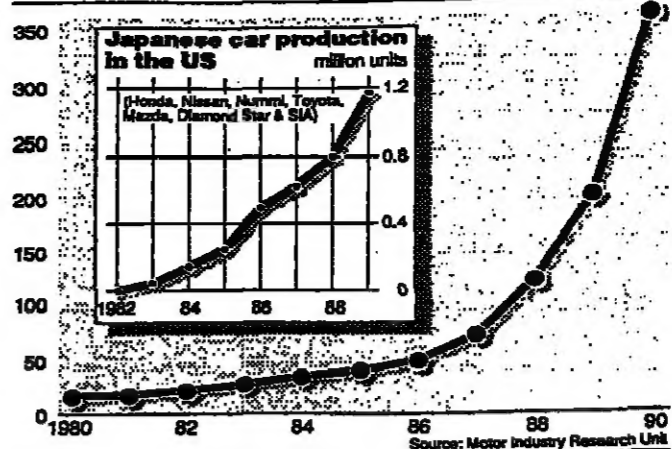
Mr Bob Stempel, who took over as chairman and chief executive of GM last month from Roger Smith, faces a daunting task in the world auto industry as he seeks to halt the slide in GM's US car market share from 46.3 per cent in 1979 to 34.7 per cent in 1989.

The total production capacity of the Japanese transplants

## Pressure from Japan on a weak US market

## The surplus capacity

## Japanese component suppliers in the US



in north America could exceed 2.5m vehicles a year by 1992.

A year ago new plants built by Subaru and Isuzu (in a joint venture) in Indiana and by Honda in Ohio started up production. They followed the start-up in the spring of 1989 of Suzuki's joint venture plant with GM in Ontario, Canada, two plants were started up in 1986 by Toyota in Kentucky and in Ontario, and a joint venture plant developed by Mitsubishi Motor with Chrysler in Illinois. Mazda began output three years ago in Michigan.

For good measure South Korea's Hyundai opened its first north American production plant in Quebec at the beginning of last year.

The start-up of the second wave of so-called Japanese "transplants" (local production overseas) comes in addition to the plants already in operation in the early and mid-1980s, when Honda began production in Ohio and in Ontario, Toyota began a joint venture with General Motors in California, and Nissan began producing in Tennessee.

This first generation of plants are already being expanded, for which Toyota's recent move is only the latest example.

The impact of all these expansionary Japanese moves on the US producers and the rest of the world auto industry is clear. According to Mr Harold Poling, Ford chairman and chief executive, "planned additions to capacity, particularly Japanese plants in north America and Europe, as well as new Korean plants, are expected to result in excess worldwide automotive capacity of some 9m units by the early

1990s - over 20 per cent more cars and trucks than the total capacity of the world's major manufacturers. This magnitude means we will be facing a brutally competitive environment worldwide."

Toyota's move in Kentucky will double the capacity of its Georgetown plant to 400,000 a year. Currently Toyota produces 200,000 Camry saloons a year at Georgetown, plus 100,000 smaller Corolla models at New United Motor Manufacturing (NUMMI), a joint venture operated with General Motors in California. NUMMI produces a further 100,000 Toyota-derived cars per year which are sold by GM through its own dealerships as the Geo Prism. From next year NUMMI will also start producing 100,000 Toyota-based pick-ups annually.

Not all of the Kentucky output is sold in the US, however. About 10,000 units a year are currently being shipped to Taiwan, and 50,000 a year are due to be exported to Japan starting in late 1991.

Construction is to start in spring of next year, with the first cars due to come off the line at the end of 1993. The \$800m investment will bring to nearly \$2bn the total invested by Toyota in the Georgetown plant, which was first established in 1986 and which is operated by a wholly-owned Toyota subsidiary, Toyota Motor Manufacturing (TMM).

Toyota's aim is to reach at least 75 per cent US content for the cars. Camrys currently produced at Georgetown are sold to have 65 per cent local content. Toyota claims that since production first started at Georgetown in 1986, purchases of US parts and materials have risen sharply and will total more than \$700m a year by the end of next year.

The Japanese effort in north America is increasingly moving into a new phase with investments in engineering and development resources as well as in assembly capacity. In addition to the Georgetown project Toyota has announced a \$144m expansion of its research and development facilities in California and Michigan. It is also to build what is claimed to be one of the world's largest vehicle proving grounds, in Arizona.

Kevin Done

## Profile: AKEBONO BRAKE INDUSTRY

## Joint ventures may be in sight

LAST YEAR Akebono Brake Industry celebrated its 60th anniversary. Starting in 1930 as a very small maker of brake and clutch linings, it has become Japan's largest brake components group - even supplying the brakes for Japan's Shinkansen (bullet train), writes John Griffiths.

Its sales of ¥86.4bn (\$670m) last year were achieved in over 60 countries, and the company provides a good example of a Japanese component supplier already successful in establishing a significant presence overseas through a mixture of joint ventures - including General Motors of the US - foreign affiliates and technical licensing agreements, including ones with Robert Bosch of Germany and Valeo of France.

Viewing the global components situation from his downtown Tokyo office - and the perspective of an industry veteran - Akebono's chairman and chief executive, Mr "Toshi" Y. Nobumoto, leaves little room for doubt that much of the Japanese industry's expansion must come from overseas in the face of its domestic labour shortage problems which, he asserts, are leading to profitability "taking a hammering".

Akebono already has six factories in Japan, and a seventh is due on stream shortly. Thereafter, he indicates, Akebono will look both to north America and Europe for its further expansion.

"Our strategy is likely to involve making more products in north America and Europe, and shipping some of it here so that we can progress towards reduced working hours in Japan." A maximum working year of 1,800 hours is the objective of the Japanese government - a sharp drop on the 2,200 which, says Mr Nobumoto, is effectively industry practice now.

Though more than 300 Japanese component suppliers have set up shop in the US, most parts companies are still based wholly in Japan. Partly, this reflects the differing structure of the Japanese component industry from most of those in the west - Japan has thousands of small second and third-tier components groups which feed into the large components groups such as Nippondenso and Akebono, rather than directly into vehicle producers. European car makers have three or more times the number of suppliers of Japanese vehicle manufacturers.

Mr Nobumoto, a "father figure" of the Japanese components world who is also president of its industry association, says his "personal feeling" is that many of the Japanese suppliers' problems in the US have been self-inflicted.

"Toyota, Honda and so on

went into the US and everyone (the component makers) thought they had to follow. So they went in without making proper studies, tried to sell to GM but couldn't and found that it was not so simple. The Japanese transplants themselves could not provide the suppliers with adequate economies of scale."

Akebono, through Ambrake, its GM joint venture, and other companies following a similar route will be "OK", he suggests, using access to the "big three" domestic producers to build on their transplant business.

Akebono is already moving further. It has recently set up in Detroit a research and development centre to assess the needs of, and develop product specifically for, north American customers. It is discussing supply possibilities with Ford and Chrysler.

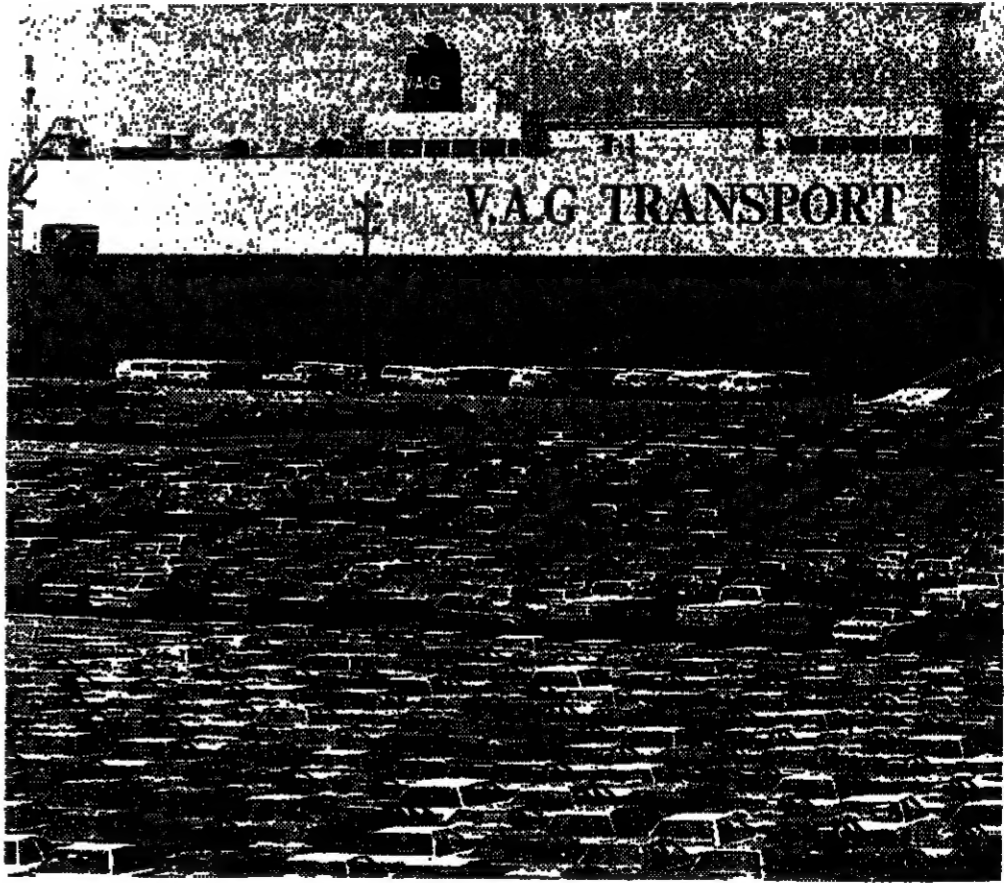
In Akebono's case, the question of using overseas bases from which to supply Japan is no longer hypothetical: it is currently importing 100,000 brake pads a year from its US plant for the Japanese replacement parts markets, as well as brake materials. "In future, more still will be made in the US. Costs will come down, despite those involved in shipping. It all depends on currencies, of course - but in fact multi-sourcing spreads risks."

Although Akebono has a small European office, in Paris, it has yet to decide in what precise form its European presence will be established. Penetrating the European market, he insists, will be much more difficult than the US. "There are some very strong brake manufacturers

there, all the customer relationships are very strong and will be difficult to break. I personally feel that we will not be able to have our own factory in Europe without tying up with somebody - not necessarily a brake manufacturer - who knows Europe better than we do."

Presuming that tie-up is made, Mr Nobumoto says he believes that "the key with which we will unlock Europe is product development and engineering." Given Akebono's track record and its proclaimed determination to concentrate efforts on "getting an edge" on quality and technology, Mr Nobumoto says he expects approaches from European component makers on joint ventures, rather than Akebono having to sell itself.

Already, he claims, "one top



Toyota cars awaiting loading onto a ship at the Toyota Nagoya wharf centre

European vehicle maker has told us that while it could not forget past relationships with European suppliers, if Akebono can come up with better than it is ready to buy."

That in itself, he acknowledges, will not be easy. European vehicle speeds are very much higher than in Japan or North America, he points out, and the demands made on brake systems much tougher. He makes clear, however, that Akebono will not be the slightest bit reluctant to set up a European research and development centre in pursuit of business, as it has already done in north America.

Deciding precisely where to go is seen as problematical. There is the obvious attraction of the UK because of the Japanese car manufacturing presence. With Volkswagen taking over Skoda of Czechoslovakia and its expansion into east Germany, that region has attracted Akebono's interest - but overall it shows little enthusiasm for eastern Europe, because of what Mr Nobumoto describes as "technology problems".

Nor does he share much of some other component makers' enthusiasm for south-east Asia. Experience to date, he says, has shown that technology transfer has been both very expensive and "very hard work".

Akebono's likely role for the

immediate future is to make licence arrangements and provide guidance to local component makers. But he suggests that component supplies, initially, may be limited to locally made cars.

As for Akebono's potential range of future activities, nothing in terms of diversification appears to be ruled out, from biotechnology to the development of new materials.

For precisely that reason, says Mr Nobumoto, Akebono has 350 research and development staff, plus 50 in an independent technical centre.

## THE LATEST INTELLIGENCE ON 250 JAPANESE AUTOMOTIVE COMPONENT PRODUCERS

The Japanese vehicle industry's leading position in the world today owes a great deal to the support, strength and enterprise of its component manufacturers. A new report, Japan's Automotive Components Industry: A Review of Leading Manufacturers, just released by The Economist Intelligence Unit profiles the leading 250 Japanese companies in depth with details on a

further 185 medium companies. Full analysis is provided of their global production bases, key joint ventures, new acquisitions, financial performance, product and marketing strategies. Additional chapters trace the progress of transfer operations overseas with an assessment of new technologies and material development in a rapidly changing industry.

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## JAPANESE AUTOMOTIVE INDUSTRY 5

An issue to be resolved before the advent of the single market

## Car quotas cause friction

IN THE preparations for the European Community's single market, no issue has proven more intractable, more time-consuming or potentially more explosive than the attempt to formulate a policy on Japanese car sales in the EC after 1992.

In marked contrast to other trade disputes involving the EC and Japan, the highest frictions have arisen not between Brussels and Tokyo but in the Community's own ranks, as it has struggled vainly to coalesce around a common negotiating position.

Furthermore, the consequences of a failure to resolve the issue could be at least as serious for the EC as for Japan. At best, they would mean continued segmentation of the European car market, at worst, a bruising political showdown between Brussels and several EC governments.

The problems arise from long-standing quotas on Japanese car imports in the UK, France, Italy, Portugal and Spain. Brussels judges these to be incompatible with the removal of internal border controls as they can be enforced

only by limiting transshipments of Japanese cars from unrestricted EC markets such as Belgium or Germany.

The Commission says it favours free trade in cars. But rather than simply declaring the five countries' quotas illegal, it has proposed that their removal be followed by a transitional period of voluntary restraints on Japanese car sales in the EC.

The approach calls on the Japanese to monitor their shipments to the restricted countries.

## Car-makers accused Brussels of giving all the growth away

tries after 1992, to ensure that sales do not exceed levels to be agreed with the EC. Such a system has been endorsed in principle by all 12 EC governments and by Japan. But in practice, the harder the Commission has tried to define detailed arrangements for implementing it, the trickier it has become.

The task has been complicated further by the weakening of the European car market, after four years of record sales. That has contributed to a hardening of positions in the industry with Mercedes-Benz of Germany as the only large manufacturer still publicly taking a free trade line.

The governments and main car-makers of France and Italy have also escalated their demands. As well as seeking to protect their national markets for as long as possible, they have been pressing Brussels to exact from Japan promises of trade "reciprocity" on a wide range of products.

The EC's internal deliberations have encountered three principal areas of difficulty. The length of the transition period and the number of growth of Japanese car sales. No firm proposals have been

made, while the Commission's efforts to provide a basis for discussion by projecting likely trends in the EC car market have stirred further dissent.

In a paper last autumn, the Commission estimated that by the end of this decade, Japan's share of EC sales would have almost doubled from 10.4 per cent to 18.1 per cent. However, these figures aroused angry protests from European car-makers, which accused Brussels of planning to give away to the Japanese all the expected growth in the market.

Recently, the heads of Fiat, Renault and Volkswagen have called for arrangements which would give the Japanese a smaller share of the overall increase in the market in years of slow sales growth than in strong ones.

Output from "transplants". There has been strong pressure

from some continental governments and car-makers to include production from Japanese assembly plants inside the EC in the proposed restraints. But that would violate both the EC's own laws and international trade rules, since such cars clearly qualify as Community products. Moreover, as host to assembly plants belonging to Nissan, Toyota and Honda, Britain has made clear that it would oppose any EC attempt to limit their output as fiercely as it did France's efforts to block imports of UK-made Nissans.

The Commission's response to this dilemma so far has been a classic bureaucratic fudge. While stating that Japanese cars assembled in the EC cannot legally be covered by the proposed restraints, it also said that transplant output must be "taken into account" when cal-

culating future permitted levels of Japanese imports.

Enforcement of the proposed restraints. Mr Martin Bangemann, the EC industry commissioner, is relying on the 10-year "block exemption" of the motor industry from EC competition rules to enable Japanese car-makers to control their sales on currently restricted markets.

The exemption allows car-makers to distribute their products exclusively through designated dealers. However, it contains a big loophole as it also permits "parallel imports" of cars from one EC country to another, either by individuals or by specialised intermediaries known as *mandataires*.

A surge in "parallel imports" would threaten the entire basis of the proposed restraints. Whether that is likely to happen may depend on the out-

come of a court case between Peugeot and Ecosystem, a *mandataire* which imports Peugeot cars from Belgium into France at highly competitive prices.

In addition, Sir Leon Brittan, the competition commissioner, is unhappy about the EC taking steps which could impede competition in the single market by endorsing the maintenance of national barriers.

Even if the EC and Japan agree, delays seem inevitable

ness to make political compromises than the EC has shown to date. Continued stalemate could lead the Commission to challenge the legality of EC members' national quotas after 1992. That would threaten to poison the political atmosphere and could prompt some countries to resort to other types of action to keep Japanese cars

out of their markets.

But even if the EC and Japan can agree on transitional restraints, they seem bound to involve measures which would delay the achievement of a true single market in cars until well after 1992. Furthermore, the benefits of such protection to the European car industry are questionable.

Some experts, such as the authors of a Massachusetts Institute of Technology study of the world car industry (see below), fear that continuing to shelter European producers could retard, rather than accelerate, their adjustment to the challenge of highly efficient Japanese competition. The MIT experts give a stark warning of just how much ground the Europeans have to make up: "The European auto industry is today, after a 50-year transition from craft production, the leading proponent of old-fashioned mass production - high volume, long product runs, infinitely fragmented work, 'good enough' product quality, enormous inventories, massive factories."

Guy de Jonquieres

The Japanese gear up for European production

## Battlefield of the 1990s

THE WORLD'S leading car makers expect Europe to be the battlefield of the 1990s. Much of the increased competition will come from the development of production capacity in Europe by leading Japanese car makers, writes Kevin Done.

Nissan, Honda and Toyota are already well-advanced with projects that will create a capacity for producing more than 500,000 cars a year in Europe by the mid-1990s.

At the same time Mitsubishi and Mazda are waiting in the wings, as they seek joint venture partners to ease their entry into local European production. On a smaller scale Suzuki is building small four-wheel drive leisure/utility vehicles in Spain and is planning to become the first Japanese car-maker to assemble cars in eastern Europe in a joint venture in Hungary.

Without the Japanese vehicle makers, including Isuzu, Nissan, Toyota and Suzuki, are also establishing a significant local assembly presence in Europe for light commercial vehicles. Significantly, the vehicle assemblers are being followed into Europe by a rapidly growing group of Japanese automotive suppliers, led by companies such as Nippondenso and Calsonic, which are seeking to use the arrival of the vehicle makers as their own springboard into Europe. They are seeking business from both the Japanese transplants and from established European vehicle producers.

The component suppliers are choosing widely differing paths into

Europe, including joint ventures, the building of greenfield sites, acquisitions of existing suppliers in Europe and licensing deals.

According to a study by the Economist Intelligence Unit, Japanese car-makers are set to capture around 15 per cent of the western European new car market by 1993, compared with about 11.5 per cent this year. Internal studies by the European Commission suggest that virtually all the growth expected in the European car market during the 1990s could be taken by the Japanese producers.

Japanese car-makers have chosen the UK as the main springboard from which to launch a growing assault on the European market.

Honda's decision last year to begin car assembly in the UK was the dramatic culmination of a wave of UK investment by the three leading Japanese car makers. Toyota, Nissan and Honda which now totals some £1.8bn. The projects will create 8,250 direct jobs, and at least the same number in the automotive components industry.

As part of the Japanese offensive, Nissan is committed to building 300,000 cars a year by 1995 at its Sunderland plant. Output, which began in 1982, has reached around 75,000 cars a year, and is set to rise by 45 per cent to 110,000 cars in 1991.

Toyota is committed to building 100,000 cars a year by late 1995, rising to 200,000 cars by 1997-98 at Burnaston, near Derby, but this timetable could well be brought forward. Honda is committed to building

100,000 cars a year by 1994 at Swindon in southern England, where it is already building engines.

The moves by Nissan, Toyota and Honda appear to guarantee that UK car output in the second half of the 1990s will exceed 3m cars a year (more than double the level of the first half of the 1980s) and by then Japanese car makers will account directly for around a third of UK car production.

In addition to building its own car assembly and engine plant, Honda has also taken a 30 per cent equity stake in the vehicle operations of Rover Group, further strengthening its 11-year relationship with the UK's leading car-maker. As part of the arrangement Rover has taken a 30 per cent equity stake in Honda of the UK Manufacturing (HUM), the Japanese car-maker's subsidiary in Britain. HUM will build and operate the £300m assembly plant at Swindon. Some of the production will be sold under the Rover badge.

Through its liaison with Rover, Honda is also having cars built under contract at the UK group's Longbridge, Birmingham plant. Output there of the Honda Concerto is planned to total 30-40,000 a year.

Nissan has already indicated its ambition to expand to a capacity of 400,000 cars a year in the UK by the late 1990s, and both Toyota and Honda are expected to expand significantly beyond their present publicly declared targets.

The three Japanese groups have agreed to reach at least 80 per cent local (European Community) content levels at their UK plants, and all plan to export between 50 and 80 per cent of their output to continental European markets. All three car manufacturers will also be producing engines in the UK.

It is already clear that the European transplants can also be expected to play a wider role eventually in the Japanese car-makers' global production networks.

Nissan is planning to export around 10,000 cars a year from its Sunderland assembly plant to Japan and Taiwan, beginning next year, the first such move by a Japanese vehicle maker to ship cars from Europe to Asia.

Nissan was the first Japanese car maker to begin development of a car plant in Europe. Production started at its £840m plant at Sunderland in north-east England in 1985 and exports to markets in continental Europe began in late 1988.

The planned Toyota plant, the company's first European car plant, is scheduled to begin production at the end of 1992 with output climbing to 200,000 cars a year in the second half of the 1990s. The company is hoping to achieve 80 per cent level of local content by August 1993 and 90 per cent by mid-1995. Construction work started at the 580-acre site at Burnaston, near Derby earlier this year.

According to Mr Junji Numata, a managing director of Toyota Motor and chairman of Toyota Motor Manufacturing (UK), around 70 per cent of the output will be exported chiefly to continental Europe.

Toyota is also studying the export of cars from the UK to Japan. Mr Numata says that around 80 per cent of the 200,000 engines a year to be produced at Toyota's £140m engine plant on Decade, North Wales, will be supplied to Burnaston, but around 40,000 a year will be exported to Toyota plants abroad, including those in North America.

Production at the Toyota plant is due to start in late 1992. The facilities will include stamping, body welding, paint, plastics and assembly operations. The investment is

being made in two phases with the first stage of producing 100,000 cars a year to be reached in late 1995. Toyota hopes to produce 200,000 cars a year by 1997-98.

Plans to build a 1.8 litre car range at Burnaston in the class of its present Corolla II car. This will take Toyota into direct competition with European-produced cars such as the Ford Sierra, the Opel Vectra/Vauxhall Cavalier and the Peugeot 405, as well as Nissan's UK-produced Primera. Toyota aims virtually to double its share of the West European new car market by the late 1990s to around 5 per cent.

Mr Numata says that Toyota hopes to produce 200,000 units of the new car range with three body shapes, saloon, hatchback and estate car, in order to achieve the economies of scale, rather than introducing a second range. Nissan, by contrast, is already committed to building two ranges at its Sunderland plant, the existing upper-medium Primera range launched this year to replace the Bluebird, and a Micro-class supermini to be launched in 1992.

Toyota plans to sell around a third of its production in the UK and two-thirds in export markets, chiefly in Europe, says Mr Numata. Under a voluntary agreement with the UK government, Toyota will aim to reach a 60 per cent local content level by August 1993 and 80 per cent by mid-1995.

Nissan is also establishing two centres in the UK for its European vehicle design and development

operations as part of a £31m investment, which will create more than 350 jobs. Nissan European Technology Centre, the company which will form the European link in the company's planned global research and development network, is locating its main operation at the technology park at Cranfield Institute of Technology in Bedfordshire. A second operation will be established at the company's existing car assembly plant site in Sunderland.

Nissan maintains that the NETC will be responsible for original design and development of future cars and light commercial vehicles to be built at its assembly plants in the UK and in Spain.

Nissan aims to create a stand-alone design and development capability in Europe, which within five years should be able to take on the development of a new model range distinct from models under development in Japan or the US.

Mr Ian Gibson, managing director of Nissan Motor Manufacturing UK, Nissan's UK car assembly operation, says: "The target is that we should be able to design a vehicle from scratch in Europe." For the future Nissan's European operations will continue to draw engines and transmissions from the parent company's design and development resources in Japan, but within eight to 10 years it aims to launch European model ranges, where the body, suspension, drive axles and trim have been designed, developed and engineered in Europe, chiefly in the UK.

Kevin Done looks at the advantages of 'lean production'

## The secrets of success

THE EUROPEANS take more than twice as long as the Japanese to assemble a car. It takes the Europeans and the Americans almost double the engineering effort to develop a new car compared to the Japanese, and the Japanese will finish in two-thirds of the time.

These are some of the provocative findings of a study published recently after five years of research led by the Massachusetts Institute of Technology. It suggests the differences stem from a manufacturing revolution led by the Japanese auto industry that has been as sweeping as the triumph of mass production over craft production in the early decades of the century.

The MIT study's directors, Daniel Roos, James Womack and Daniel Jones insist that "scaremongering about the Japanese threat and tougher forms of protection are not the answer and are self-defeating."

The \$5m, 14-country study undertaken by the International Motor Vehicle Programme at MIT - which has been published recently as a book entitled "The Machine That Changed The World" - maintains that a highly flexible, increasingly automated machines to produce lower volumes of products in great variety.

The MIT study uses the term "lean" production, because the system uses less of everything compared with mass production, "half the human effort in the factory, half the manufacturing space, half the investment in tools, half the engineering hours to develop a new product in half the time."

The study traces the beginnings of lean production tech-

niques to the troubled early days of Toyota in Japan when the company was beset by strikes. In 13 years of effort Toyota had by 1950 produced 2,650 cars compared with the 7,000 (cars and kits) a day that were pouring out of Ford's massive vertically integrated complex at Rouge close to Detroit. Today Toyota is the world's third largest car maker and is close to capturing 10 per cent of the world car market.

Ono began by re-thinking processes in the metal stamping shop and the final assembly area, but eventually the principles of lean manufacturing have been applied throughout the automobile manufacturing chain from assessing the wishes of customers, to design, development, engineering, manufacturing, the components supplier network, final assembly and distribution.

Under the system of mass production "losing cars go on down the line with a misaligned part was perfectly OK, because this type of defect could be rectified in the rework area, but minutes and cars lost to a line stoppage could only be made up with expensive overtime at the end of a shift. This was born the 'move the metal mentality' of the mass production auto industry."

In the MIT analysis Ono's thinking on rework was inspired. He reasoned that the mass production practice of passing on errors to keep the line running caused them to multiply endlessly. He placed a cord above every work station and instructed workers to stop the whole assembly line immediately if a problem emerged that they could not fix. Then the whole team would come over to work on the problem.

The Toyota Production System and from it lean production has taken a couple of decades to develop, but the results have clearly been impressive. "Today, Toyota assembly plants have practically no rework areas and perform almost no rework. By contrast a number of current-day mass production plants devote 20 per cent of their plant area and 25 per cent of their total hours of effort to fixing mistakes."

The testimony to this achievement comes from American buyers' reports on the quality of rival products. Toyota's vehicles, says the MIT study, have among the lowest number of defects of any in the world, comparable to the very best of the German luxury car producers. But the Germans

devote many hours of assembly plant effort to rectification. The data on which the MIT conclusions are based come from what is claimed to be the most comprehensive international survey of the auto industry ever undertaken. The International Motor Vehicle Programme gathered information from over 90 plants in 17 countries, about half of the world's assembly capacity.

A Japanese luxury car plant required one half the effort of the American luxury car plants, half the effort of the best European plant, a quarter of the effort of the worst European plant, and one-sixth the effort of the worst European luxury car producer.

"At the same time the Japanese plant greatly exceeds the quality level of all the plants except one in Europe, and this plant requires four times the effort of the Japanese plant to assemble a comparable product. No wonder western luxury car producers are terrified by the arrival of Lexus, Infiniti, Acura and the Japanese luxury brands still to come."

The MIT researchers insist that the study has shown that it is too simple to equate "Japanese" with "lean" production and "western" with "mass" production. The levels of achievement vary greatly in Japan itself as well as elsewhere in the world. Some plants in Japan are not particularly lean and some Japanese-owned plants in North America now demonstrate that lean production can be practised far away from Japan.

The gap in productivity and quality in the assembly plant has been apparent for some time, but it is now in new model design and development that some of the most alarming disparities are to be found. They add credence to the impression that traditionally organised western car makers are in danger of being swamped by an array of new products, developed with much shorter lead times and with much shorter life cycles.

The MIT team found that a totally new Japanese car required 1.7m hours of engineering effort on average and took 46 months from first design to customer deliveries. By contrast, the average European and US projects of comparable complexity took 3m engineering hours and consumed 60 months.

The Machine That Changed The World, James P. Womack, Daniel T. Jones & Daniel Roos. Boston Associates, Macmillan Publishing Company, 885 Third Avenue, New York, N.Y. 10022, \$22.50.

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## ACCOUNTANCY COLUMN

# Money men play Santa to Muscovites

AS THE west prepares to gorge on turkey and mince pies, Muscovites are bracing themselves for a hard winter. Snow is falling, the food shortages are getting bigger, the queues longer.

The authorities are terrified that supplies of bread are going to run out. It is disturbing enough that supplies of meat, fruit and other commodities are already erratic, disrupted by the workings of the black market. It would be catastrophic if the same happened to bread.

Bread occupies a central position in the Russian diet and culture. It has been celebrated by poets and novelists since the time of Pushkin.

Today, the ready availability of bread is one of the few certainties in a world of change. So stable have supplies been that the last time there was no bread in Moscow was in October 1917.

Father Christmas came to Moscow early this year, in the unlikely form of Mr Keith Burgess, the Welshman who heads Andersen Consulting in the UK. In the autumn, he visited the Soviet Union on a marketing trip, meeting members of the Moscow Soviet.

His mission was to advise on how western knowhow could be applied to the myriad problems facing the Soviet Union. He came up with the idea that Andersen should advise on improvements to the way bread reaches the shops in Moscow.

The authorities liked the suggestion and last month a team of five consultants went to the Soviet capital. They completed their report a fortnight ago and their recommendations have been accepted.

More consultants will go out early

David Waller has a seasonal tale about a team of hard-headed consultants doing their bit for the hungry. The charitable team is from Andersen Consulting, an organisation better known for its Scrooge-like financial controls. Those who are going hungry are the people of Moscow.

next year to help to put the plans into operation.

Many firms of accountants and consultants are now active in eastern Europe and the Soviet Union. The Andersen project gives a good insight into the work that the firms are doing and the needs the country is facing.

Some 2,400 tonnes of bread are baked every day in Moscow, in 24 factories and 35 smaller bakeries, most of which were built in Stalin's era. The product is distributed via 720 supermarkets and 700 bread shops.

The grain for the mills arrives in Moscow in barges that have floated down the Moskva. A fleet of trucks distributes the grain to the factories and bakeries. Once in the factory, the grain is stored in hoppers before being ground down and mixed with water and other ingredients to create dough. The dough is chopped to size and baked.

The bread emerges, is packed, and is then left outside for collection and distribution. It stands in the cold for several hours before being delivered to the shops. It is sold on a strictly "first-in, first-out" basis.

It is heavier than the western product and contains no additives. As a result, the average loaf (which costs the consumer between 20p and 1p, depending on which exchange rate you use) stays fresh for between six and 14 hours.

Such are the hold-ups that the bread is generally stale by the time the disgruntled Muscovite gets hold of a loaf. There is only a limited supply of bread on the black market.

Remember that Andersen consultants encounter cultural obstacles when they talk to accountants from Arthur Andersen or Price Waterhouse. They certainly encountered conceptual difficulties when talking

to Soviet baking engineers and van drivers.

According to Mark Aston, the partner in charge of the project, not the least of the conceptual difficulties was that Russians have no concept of the consumer. That was resolved pretty rapidly, however, by the suggestion that consumer meant "the people" in the Marxist sense.

Even so, it was difficult to persuade people working in different parts of the production pipeline to talk to one another. Initiative was scarce. There was no notion of productivity, no way of measuring performance save by reference to the production targets set by the Ministry of Trade, the Ministry of Grain Production, the Moscow Bread Retailing Organisation and the Moscow Retailing Organisation.

The conclusion reached by Aston was that there was nothing wrong with the absolute amount of bread baked in Moscow, and that therefore there would be no outright shortages.

So long as the grain arrives from the republics, perhaps a dubious assumption to make - Muscovites can be guaranteed a regular supply of bread. Whether that bread is fresh is a different question: by way of market research, an old lady told Mr Aston that she could only get what she wanted two days a week.

The pipeline is fragile - with bottlenecks appearing at the baking stage (where capacity is under-used) and at the point of delivery from factory to shop (where drivers spend too much time dealing with red tape). Perceptions of a shortage could, however, lead to panic buying and a real and damaging shortage.

Andersen's short-term recommendations were as follows: the productivity of the plant should be improved (by simple adjustments to the baking process) and should be more closely geared to the peaks and troughs of demand for bread throughout the day; and the productive use of transport should be tightened so that drivers spend more time driving and less time filling out forms at the factory gate.

Furthermore, the process by which the shops place their orders should be rationalised: it is not uncommon for one factory to have only two phones to take orders from hundreds of shops. If the order fails to get through, the factory manager assumes that the demand does not exist and bakes accordingly.

In the long term, Andersen recommends that greater commercialisation should be introduced into the bread pipeline; factory technology should be updated; and western-style performance measurement systems should be put into place to link rewards to output.

The short-term proposals are intended to ensure that supplies of bread - with some degree of choice - are available on four, rather than two days each week. For that, Muscovites will have to thank Mr Burgess. He finds it very difficult to own up to the fact - so uncommercial does it seem - but the original project was carried out free of charge.

Once the festive season is over, however, Andersen will revert to type: it intends to charge for putting its recommendations into practice.

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## FINANCIAL TIMES

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Thursday December 20 1990

## Fed cuts the discount rate

"ROLL UP that map; it will not be wanted these 10 years." This was the remark of William Pitt the Younger upon hearing of Napoleon's victory at Austerlitz in 1805. It might well be echoed today by anyone concerned about global exchange rate co-ordination, upon hearing of the half a percentage point cut in the Federal Reserve's discount rate.

The desire to strengthen an unhealed dollar was self-evidently not amongst the justifications for this move. As it happens, the two other leading western economies - Japan and Germany - are also being managed with negligible attention to their respective exchange rates. Fortunately, if this is a mistake, it is not one that matters too much, at least at the moment.

One explanation for the Federal Reserve's complacency about the weakness of the dollar, which has lost 16 per cent of its overall nominal value since the middle of 1989, might be that the real rate of exchange is still far from its lowest ever level. Combined with the persistence of the current account deficit, that is certainly in the minds of some distinguished academic demagogues of Cambridge, Massachusetts, the "devaluation capital" of the US.

The Federal Reserve does not, in fact, seem to want to see the dollar devalued; it simply does not care very much about it. The problems uppermost in its collective mind are the gathering weakness of both the US economy and its financial intermediaries. The budget deal and the limited inflationary pressure at present have given it the opportunity for the cut.

That US monetary policy is, in both the first and the last resorts, oriented towards stabilisation of the domestic economy can come as a surprise to nobody. It has never been anything else.

## Negative growth

In this case, the nature of those domestic concerns is clear. Recent figures for production, housing starts, employment and consumer confidence have all been weak. Provisional figures for US industrial production in November, for example, show a

fall of 1.7 per cent. Most economists now forecast strongly negative economic growth in the fourth quarter of 1990.

Meanwhile, the state of the US banking industry, as demonstrated by Citicorp's decision to cut its dividend by 44 per cent and shed 10 per cent of its work force, is a cause of Federal Reserve consternation. Lower interest rates will, it hopes, both strengthen the banks and encourage them to lend into the weakening economy.

## Stable environment

Nevertheless, financial fragility is a poor reason for short term monetary manipulation. The aim of the Federal Reserve should be to provide a stable monetary environment. The difficulties of particular institutions should be dealt with through action as lender of last resort. It may be a tragedy that the system has been allowed to reach its present state; it would be little less of one if that mistake were to compromise monetary policy as a whole.

It is the state of the domestic economy that justifies the easing. Nor does the wider international context argue against it. With the German economy having grown by 5.5 per cent in the year to the third quarter and the Japanese economy slowing to a mere 0.4 per cent, the world economy is pleasingly unbalanced. While German and Japanese monetary policies are, as might be expected, relatively tight, there is no evidence as yet of a significant slowing down in either.

Exchange rate co-ordination may be in abeyance, but the broad balance of power among the three leading economies is about right. The serious difficulties are within Europe. The UK, in particular, is committed to paying a premium over German interest rates. This is the price the UK must pay for past excesses, compounded by the need to turn itself from the inflation-prone economy it has been into the germanic economy it aspires to become. Since the UK is further away from that goal than the US, the road it must travel is depressingly clear: it passes via the swamps of a deep recession.

## The arts and the longer term

MR TIMOTHY Renton has made a good start in his first few weeks as UK minister for the arts. His predecessor, Mr David Mellor, was in the job for only a few months and had inherited a plan from the long-serving Mr Richard Luce to devolve the funding of the arts to a number of regional boards. Mr Renton has decided to go ahead with the devolution, while also doing something to shore up the major national companies like the Royal Shakespeare.

Yesterday's announcements, however, should also be seen as a pause for thought. For it is clear that there is less than universal satisfaction about how the arts are financed. Some of this discontent among the performing companies is unfair to the government, led until so recently by Mrs Margaret Thatcher. Her administrations generally kept up the level of arts spending, and sometimes increased it above the rate of inflation. Indeed it is difficult to see any modern British government deliberately cutting back the support for the arts as the performers of the arts would be quite disproportionate to the savings.

Yet that does not mean that there should be no changes in the approach. Devolution is certainly one of them. In the arts, as in practically everything else, the devolving of decision-making is to be welcomed. But there are practical problems because Britain is in many ways a very uneven country, dominated by the power and size of London and the south-east.

Devolution on its own would also not resolve the problems of the underfunding of the arts. It can be argued that there ought also to be some measure of redistribution away from London and in favour of the regions. That difficulty with that, however, is that it might mean spreading resources too thinly, which some would say has already happened.

## National flagships

Besides, there are companies which are not based in London, but which by no means consider themselves as regional. The Hallé Orchestra, for example, has a national, even inter-

national reputation. Should its funding now be subject to some new regional body? Equally, there are problems in London itself. The national flagships, such as the Royal Shakespeare Company and the Royal Opera House, can probably be treated separately, like the old direct grant schools. The Arts Council enhanced their grants earlier this week. But is a theatre such as the Royal Court to be treated like any other theatre in the London region?

## Funding arrangements

In his statement to the House of Commons yesterday, Mr Renton left a lot of questions open. The deadline for the establishment of the new regional boards has been extended. It will be decided later precisely for which companies they will be responsible. In the meantime, the minister said he will be seeking a "comprehensive national arts strategy". In such a strategy, devolution will not be enough. Attention will have to be paid to new methods of funding. Reliance on sponsorship has probably gone as far as it reasonably can, and is vulnerable to recession. It is hard to rely unduly on the local authorities when their spending is already under pressure and the future basis of local finance is again under scrutiny.

New methods could include arts lotteries, whether national, regional or both. This would imply earmarking of a certain proportion of revenue to the arts. The Treasury hates such restrictions on its freedom. But in this case they might be desirable.

None of that should prevent the arts companies looking again at their costs and pricing policies. It is arguable that we have become too used to arts subsidies. It is not unreasonable for good theatre or good music to cost more than a meal at the restaurant next door. Seat prices should rise for those who can afford to pay, while concessionary rates should be kept for those who cannot.

President Carlos Salinas de Gortari of Mexico worries about his own success. After two years atop Mexico's pyramid of power, this 42-year-old Harvard economist has scarcely put a foot wrong. His performance has even won admiration from the opposition who claimed his election was fraudulent.

Yet he worries because Mexican presidents have tended to start off well and end up badly. "Nobody remembered how well presidents had done at the beginning, or in the first five years," says Mr Salinas. "They only remembered the last." For me it is a kind of obsession: November 30 1994 - that was the day I wanted to be remembered properly.

His situation, however, differs from his predecessors, not least because of the sheer youth and ability of the cabinet. Like the president, most are in their early 40s with academic credentials (PhDs to a man, women being notably absent) that make this the best-qualified administration in Mexican history.

Furthermore, all have had previous experience inside government. As a result, complex issues of macro-economic policy have been handled with speed and vision.

"I've never seen a government which seems to enjoy solving problems so much and they're always thinking three steps down the line," commented a foreign diplomat.

Mr Salinas' pledge to modernise Mexico by opening up the economy has been implemented faster than even he imagined possible at the outset. He has also produced an unexpected ace by deciding to work towards a Free Trade Agreement (FTA) with the US.

His performance is all the more remarkable since he took office apparently weaker than his recent predecessors. His very legitimacy was in question after an election which required the old "alchemy" of the ruling Institutional Revolutionary Party (PRI) to hold back the leftwing candidate, Mr Cuauhtémoc Cárdenas.

Nevertheless, Mr Salinas now holds the political initiative so convincingly that he can breach long-held taboos, not least in relations with the US. Decades of mutual mistrust between Mexico and the US suggest that the idea of a Free Trade Agreement would be anathema. Yet when Mr Salinas met President George Bush in June and they publicly committed themselves to the FTA, scarcely a voice was raised in protest.

Since then no one has challenged the principle of the FTA. Rather, the objections have centred on the timing and scope of the negotiations. These are going to be dictated by the fate of the Uruguay Round of the General Agreement on Trade and Tariffs which has been in limbo since the abortive ministerial meeting in Brussels earlier this month.

Canada is eventually expected to come within the FTA framework. This would then create a formidable regional market of 850m with total trade of \$225bn. Of this Mexico will account for one third of the population and a quarter of the trade.

The new linkage between Mexico and the US will inevitably affect issues other than trade and accelerate a decision on whether to peg the peso to the dollar or a basket of currencies. Mr Salinas said: "Sooner or later, we will have to sit down and talk about the movement of labour because that is another reality... the free movement of labour would eventually have to be part of the common dialogue between Mexico and the US."

This new partnership would have been impossible had Mexico not introduced economic reforms. The process was begun under former president Miguel de la Madrid in response to the debt crisis. Most of the measures are now in place. These included trade liberalisation, tax reform, privatisation, deregulation of foreign

After successful economic reform, Mexico needs to broaden its democratic base and tackle wealth disparities, says Robert Graham

## The twin peaks Salinas must scale



Free trade friends: Bush and Salinas, on his left, creating a formidable regional market

investment, strict control of public finances, overhaul of the financial system and elimination of the debt overhang.

Foreign debt at a nominal \$70bn is high but has been reduced to manageable proportions as a result of the rescheduling agreement on its medium and long term debt with commercial banks signed in February. The public sector deficit is falling and the economy is entering a third consecutive year of growth. Provided inflation can be brought back from

Mr Salinas now holds the political initiative so convincingly that he can breach long-held taboos, not least in relations with the US

this year's 30 per cent to below 20 per cent, the government believes an annual growth target of 6 per cent is not unreasonable by 1994. This promises to provide a stable environment for the president to tackle the two main challenges he faces during the remaining four years of his "sexenio" (six-year term in office). First, political change has to begin to match the pace of economic reform. Mexican democracy is still far from transparent, lagging behind most of its fellow Latin American nations.

Every election is greeted by opposition complaints of foul play. Last month's local elections in the state of Mexico were no exception.

Second, a way has to be found to bridge the widening gap between the first and fourth worlds that exist side by side in Mexico.

It was appropriate that the latest meeting between Mr Salinas and Mr Bush on November 28 should have taken place in Monterrey, the business capital of Mexico. Here, the gravitational pull of the US economy is accelerating with two consecutive years of significant cross-border acquisitions in glass companies and cement respectively. Indeed, much of northern Mexico has already been shoe-horned into the first world.

Yet half the 82m population still live on, or below, the poverty line. Even on the most optimistic of scenarios with sustained high growth rates the filter-down effect is going to be slow.

The two issues are interlinked because the PRI is fighting to retain the political allegiance of the underprivileged as Mexico moves towards a multi-party system. The opposition parties of the left and right broke the PRI's long-running hegemony in the 1988 elections by gaining a significant presence in Congress. However, the PRI still regards itself as a party of power. There is therefore a contradiction between Mr Salinas' desire to rejuvenate the party and the government's fear of destroying the only real

political organisation in Mexico.

The PRI's 14th congress in September produced timid changes, demonstrating the continued influence of the so-called dinosaurs who see no reason to end the conveniently incestuous relationship between party and state. Thus while the president's own standing is high, the party tends to provoke indifference and cynicism.

"In the last two years, Salinas has managed to increase his personal support base, but the deterioration in the public's image of the state continues,"

A way has to be found to bridge the widening gap between the first and fourth worlds that exist side by side in Mexico

says Mr Luis Alvarez, leader of the National Action Party (Pan), the PRI's long-standing conservative rival.

Pan was one of five out of the six parties in Congress to approve a new electoral institute and a tribunal in July. Mr Salinas proudly claims: "It is the first time in modern Mexican history that electoral rules are determined only by the vote of the PRI." This itself is an admission of the PRI's past monopoly.

The new rules and register will be in force for next year's mid-term elections. The principal change is in the

establishment of a new electoral register which should prevent the dead being resurrected to vote. The temptation for gerrymandering may still exist but the consequences of being discovered will be infinitely more damaging. Another check on the democratic system is going to be the increased scrutiny from the US as the two countries move closer.

The bedrock of PRI support has been the mass of underprivileged Mexicans in whose name the revolution was carried out. Mr Salinas must now practise some political *legitimación* to demonstrate they too are beneficiaries of his policies.

Incomes among Mexico's poor are still falling. In the rural state of Chiapas, 43 per cent of all primary schools still cannot offer the full course. The sprawling polluted megalopolis of Mexico City has 20 per cent of its 20m population living below the poverty line. Throughout the country, 15 per cent of all new-born babies are underweight, almost double the proportion in Brazil and on a par with Bolivia.

Mr Salinas must thus cater to a two-track economy. As the state disengages from banking, steel, transportation and telecommunications, so paradoxically it gets more involved in tackling social problems and protecting the underprivileged. The claims on the budget - and the consequent risk of losing financial discipline - come from health, education, nutrition and infrastructure. For instance, this year the subsidy on maize "tortillas", the foodstuffs staple, was removed. Tortilla prices increased more than 100 per cent, adding the points to the annual rate of inflation. But 4m of the most needy families now receive maize "tortillas" free. Next year's budget has been cut by 5 per cent overall but social spending is up 15 per cent.

As an agricultural economist with field experience, Mr Salinas recognises that part of the problem lies in a thorough review of agricultural policy. This means tackling the inefficient system of community ownership (*ejido*) of land enshrined by the revolution. It also means a determined effort to improve the basic infrastructure in remote rural areas where more than one third of the population still live.

The government also accepts the need for direct action to cut through the corruption and torpor of bureaucracy. To this end, Mr Salinas set up the Solidarity and poverty campaign on taking office in December 1988. Since then its importance has been constantly growing.

"We know eventually that sustained economic recovery will mean a higher standard of living; but after 10 years of stagnation and the historic accumulation of poverty in Mexico, we cannot wait for that recovery to come," says the president. "So we have to act decisively now through Solidarity to solve social problems. It is not much in terms of resources; but it is impressive in terms of the number of people who benefit."

Solidarity provides funds for agricultural inputs, schools, drinking water, electricity, food kitchens and some infrastructure. So far it is not involved itself in job creation; but this is likely to come. Solidarity will spend \$1.7bn in 1991, up 41 per cent on this year. The total amount spent is great since each state generally matches Solidarity's funding. Such large sums of money, dispensed from an office controlled directly by the president, have created a parallel social welfare framework which looks like becoming institutionalised.

Though clearly tailored to help reflect credit on the government and the PRI, Solidarity is perhaps the most discreet means of filling gaps in an incomplete state welfare system.

When he travels around the country every week, Mr Salinas says one of the things people always tell him is "don't fail." "That is a word that keeps me going faster."

## On the high road

"Come on Along" was Lamar Alexander's slogan when he walked the length of Tennessee in 1978 in a successful campaign to win the first of two four-year terms as the Republican governor of the normally Democratic state. Alexander's nomination as US education secretary could put him on the road towards far more ambitious destinations.

"There's no secret that he wants to be president," says a political ally in Tennessee. "He wants to run in six years. If I were Dan Quayle, I wouldn't be very happy today."

The new education secretary, a blond and boyish 50, describes himself as a "populist/activist Republican" but his politics are hard to pin down.

A native of mountainous east Tennessee, where anti-slavery sentiment before the Civil War translated into Republican loyalty afterwards, Alexander instinctively feels more at home with the party's moderates than its right wing.

His knack in Tennessee was to transcend partisan appeals with folksy slogans like: "Tomorrow's jobs, yesterday's values."

He cajoled hostile state legislators into introducing merit pay for teachers, even though it meant raising taxes. Since stepping down as governor in 1987, he has been president of the state university system in Tennessee.

Tennesseeans in a lavish illustrated book called Friends. Until then, no one had given much thought to the fact that Tokyo and Nashville are on the same latitude.

## Fax flood

Faxes were flooded all day long at Goldman Sachs in response to my invitation yesterday to all comers to tackle the bank's Christmas quiz. By the 5pm cut-off, more than 120 answers arrived from all over the world. The answers are:

Which countries make up the difference between the G7 and the G10? Belgium, the Netherlands, Sweden and Switzerland (yes, the G10 are in fact 11).

Which exchange rate would Agent Cooper be most interested in this year with regard to Laura Palmer's murder? The yen-DM, which has shown twin peaks.

Which currency would a Persian wild animal carry while walking backwards to its royal resting place? The Omani rial.

All were answered correctly by economist Troy Bowler of Capital House, who wins Goldman Sachs's two Jeroboams of champagne. A team of economists from EM Treasury, I'm told, got the whole lot wrong.

## Moved out

Many fund managers must dearly wish they could retire before their trustees grill them on their ghastly investment record over the last year. But James Shillingford, 37-year old investment boss of M & G, promises me that this is not why he is heading for the exit.

So does his chief executive at Britain's most successful unit trust group, Paddy

## OBSERVER



"I wonder what all the people in the classless society are doing today."

Linacre. He admits he is very sorry to see Shillingford go. Nevertheless the departure will raise some eyebrows. Shillingford is a good 10 years younger than his predecessor, David Tucker, who caused a bit of a stir when resigned on the eve of the 1987 stock market crash.

Now in the midst of the worst bear market in more than a decade, Shillingford is off to learn how to make films at the National Film and TV School. Movie-makers like Robert Bresson and Peter Greenaway have a bigger attraction for him than high yielding stocks these days.

So does his chief executive at Britain's most successful unit trust group, Paddy

Shillingford's replacement. An obvious contender is Richard Hughes, manager of M & G Recovery, the group's most successful fund. But for once, youth may not be on his side.

## Gulf gains

Who says the public relations industry is in a recession? The Kuwaiti government-in-exile paid Hill and Knowlton, the New York-based consultants, almost \$6.7m for promoting their country's cause in the three months after the Iraq invasion.

Hill and Knowlton spent \$2.7m on videos, arranging interviews and events, including National Free Kuwait Day, National Prayer Day as well as the widely noticed exhibition of photographs at the United Nations showing Iraqi atrocities against the Kuwaiti population.

The Kuwaiti account - revealed in a filing at the US Justice Department - dwarfs the sums paid by Japanese companies for retaining lobbyists and PR firms. These usually range between \$500,000 and \$750,000 for a six-month period.

## Bash clash

Irish politicians go to considerable lengths to make sure that their respective Christmas parties don't clash. But things have just gone wrong.

On one side of town prime minister Charles Haughey was holding his bash. On the other Brian Lenihan was having his. For years they were close colleagues, but no more.

Haughey asked Lenihan as deputy premier six weeks ago. Dublin's press corps were faced with a clash of loyalties: which to join?

They rose to the occasion magnificently. Most managed to squeeze in both functions. Some are even said to have made two appearances at each.

SOME BANKS FOLLOW UP ON THEIR DECISIONS WITH MEMOS. OTHERS WITH ACTION.

Schweizer-Munchener Hengst & Co  
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## ECONOMIC VIEWPOINT

## The anatomy of UK recession

By Samuel Brittan

Even the pessimists have not fully taken in the coming UK unemployment shock. "Headline" unemployment now stands at 1,228,000 and the seasonally adjusted total at 1,702,000. The latter has risen by just over 150,000 since its spring peak. The underlying increase is now somewhere between 35,000 and 60,000 a month. The lower end of the range is based on the average of the last three months. The upper end is based on November, rounded upwards; but it is not ridiculous to cite it as the unemployment figures are less volatile than the trade ones and are on a clear upward trend.

Seasonal factors alone will boost the headline total by more than 100,000 in December and January together. There is indeed a strong likelihood of it rising by more than 100,000 in January alone, and passing 2m then or in February. Many forecasters expect even the adjusted total to reach between 2.4m and 2.6m in the course of 1991; and for once they may be right. It will still be lower than the 3.1m total, which was associated with the last reversal of inflation in the early 1980s.

In any case I would expect unemployment to overtake the poll tax and mortgage rates as a source of government unpopularity. The new prime minister's first test will be the chance of a honeymoon suspension, and will probably now have to wait not merely for a decisive fall in inflation, but for clear evidence of recovery

**Because the government is expected to reduce interest rates too much, this is inhibiting even the modest and gradual cuts that might be possible**

from the recession, which means a 1992 election.

We can thus look forward to a new year which will be dominated by rising unemployment, falling vacancies, and industrial surveys reporting more and more depressed conditions. What ever happens to interest rates we can expect strident demands to reduce them further, irrespective of sterling, especially from those who cannot accept that British monetary policy no longer takes its cue from the US, where the discount rate has been cut.

The paradox continues that because the British government is expected by a body of market opinion to reduce interest rates too much too early, sterling is weak; and this is inhibiting even the modest and gradual cuts that might otherwise be possible.

For the government to give in and engineer a unilateral realignment of the pound against the other Exchange Rate Mechanism currencies would destroy the credibility of counter-inflationary policy for decades if not generations. We have seen the collapse of policies based on unbelief in monetarism and pay ceilings, and the disintegration of those based on full-scale monetary targets. If the British establishment cannot stay the

course with the latest exchange rate standard, we might as well dig in for near double-digit inflation and for a three-speed Europe with Britain in the lowest tier of marginal Mediterranean countries.

The UK might have a little more room for manoeuvre in a more general - but still modest - ERM realignment. But as the International Bank Credit Analyst remarks: "The French are important hold-outs against such a course. They have 'invested too much credibility in hard money policies based on the strong link between the franc and the D-Mark'."

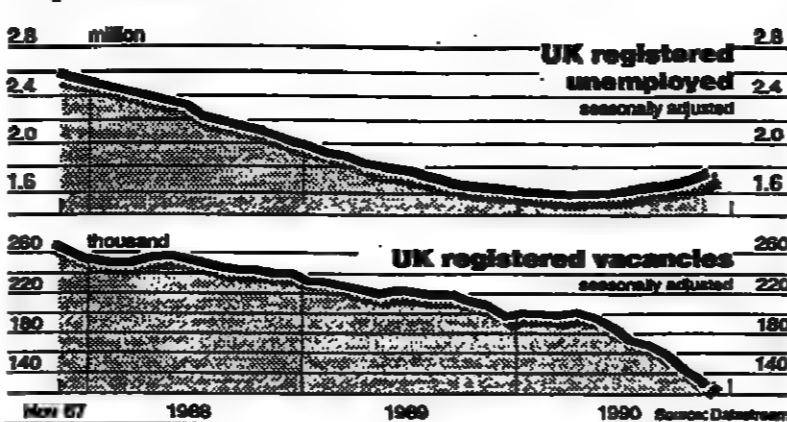
The UK would be best advised to follow the same course. The Analyst, which is Canadian-based and not at all hooked on the ERM, believes that sterling is over-valued by 4 per cent against the Mark. But it is sensible enough not to advocate the upheaval of a realignment for such a modest and debatable amount. It argues that the current sterling parity is sustainable "if interest rates fall only as fast as inflation declines" (the underlying inflation rate has yet to drop).

There has been little difficulty in convincing people that the present recession is much deeper than mainstream forecasters expected. It is much more difficult to persuade them of the possibility of spontaneous recovery, without specific government intervention, despite the evidence of every past recession.

Thus the best way to cheer readers up before Christmas is to remind them: "What goes down usually comes up" and I had thoughts of giving my article this title. The right background policies can help the self-corrective process. But knee-jerk reactions, such as reducing interest rates irrespective of what is happening to inflation, do not help.

Depreciation and monetary stimulation have usually led to more inflation without any enduring benefit to competitiveness, which simply becomes eroded by rising costs. Next time you hear somebody expounding eloquently on why sterling is too high, just ask him whether he has a real or nominal depreciation in mind; and how long he expects any competitive advantage to last.

In every recession one hears the cry (in a voice like that of Harold Macmillan) asking: "Where is the demand coming from, to bring recovery?" The best chance of convincing peo-



ple that there may be self-correcting forces is to look at the sources of the present downturn. I have taken for this purpose a good mainstream forecast, that of Phillips & Drew. This is not because I necessarily agree with its bottom-line forecasts - indeed I fear the recession may go deeper and hit bottom later - but because its projections are outlined with a good deal of detail and care for consistency and do display the proximate causes. Moreover, much of the detail covered in the first three columns of the table has already passed and we are dealing with estimates of what has already happened or is in the pipeline.

The projections I have selected are not rates of change. They express instead contributions to the growth of real GDP. For instance in a normal year by far the largest contribution to the growth of demand comes from consumer spending, even if investment happens to be growing faster.

The first column of the table shows

an average annual growth rate of 2.3 per cent in the decade up to 1989. In this period consumer spending contributed on average 2.4 percentage points. Fixed investment added 0.5 percentage points of demand. But this was offset by a leakage of demand into imports, shown in the table by a negative growth in "net trade".

Phillips & Drew expects total GDP to fall only by about 0.7 per cent in the year up to the first quarter of 1991. But even this drop reveals a drop of 3 per cent when it is compared with the normal trend rise of 2.3 per cent per annum. The second column shows the contributions which are expected from different components in the year up to the first quarter of 1991. But taken by themselves they are somewhat misleading. For instance consumer spending seems to be making a small but definite positive contribution. Nevertheless it is 2 percentage points less than in a normal year. It is thus a large factor in

Forecast contributions to real GDP growth*				
	10-year average % p.a. 1979-89	Contribution to growth 1st quarter 1990-1st quarter 1991	Deviation	Contribution to growth 1st quarter 1981-1st quarter 1992
Consumer spending	2.4	0.4	-2.0	2.2
Govt. consumption	0.2	0.3	-0.1	0.5
Fixed investment	0.5	-1.8	-2.3	0.9
Stocks	0.0	-1.2	-1.2	0.7
Net trade	-0.8	2.1	2.9	-0.8
Statistical adjustment	-0.3	-0.7	-0.4	-0.3
GDP	2.3	-0.7	-3.0	3.1

Average estimate of factor cost. \*For explanation of table see text.

Source: Phillips and Drew

the expected falling off in real GDP. An even larger contributor to the downturn is expected to be fixed investment. Stocks are also projected to take a substantial slice off normal demand growth. These last two items together reflect the severity of the squeeze on the corporate sector.

The redeeming feature is "net trade", reflecting an expected rise in export volume and fall in imports. This is the normal consequence of a recession which is much steeper in Britain than in other countries. It will not surprise followers of my teenage guides and is still the most likely occurrence whatever the next set of highly volatile trade figures, out today, appear to suggest.

The final column shows the sources of recovery expected by Phillips & Drew in the year to the first quarter of 1992 on a basis comparable to the second column. I suspect that it will all happen a bit later and that fixed investment may recover less, but "net trade" not deteriorate quite so much.

But there is no need to argue about the basic forces making for spontaneous recovery. Consumer spending has been squeezed by high interest rates and high inflation. The recovery is based partly on an improvement in real disposable income as inflation falls back, and partly on a fall in the savings ratio, which has been rising rapidly in recent quarters, unnoticed by economic puritans.

The crucial elements, however, are a turnaround in fixed investment and stock building. The assumption is that the corporate sector will have begun to rebuild its financial position by some mixture of the earlier investment and dividend curbs, and some combination of lay-offs and reduced pay awards.

In any case the recent increases in UK unit labour costs of 10 per cent per annum are too bad to last. They represent a combination of wage increases dating back to the inflationary boom, and the productivity slowdown characteristic of the early stages of recession. These particular forecasters are pessimistic about the pace of wage deceleration and expect most of the adjustment to come from lay-offs. If they are wrong there will have been a Thatcherite supply side miracle.

Of course we have to look out for the downside risk of falling investment leading to lower spending and still further cuts in business expenditure in a process of cumulative depression. Indeed, the world might exhibit many of these characteristics if a Gulf war delays or reverses the turnaround in inflation while increasing the severity of recession. But on a slightly longer time span the link of ERM countries to Germany, via the DM, is an important safeguard. The expected German budget deficit of 5 per cent of GDP or more to finance unification will provide all the stimulus and more for which partner countries have been clamouring in the last decade. The much criticised trade surplus is vanishing and any Bundesbank tightening will no more than reverse a portion of the stimulus.

There is still a silver lining for the UK if only the economic chattering classes can be kept at bay.

## LOMBARD

## The classless fallacy

By Charles Leadbeater

Mr John Major's aim of creating a classless society in Britain by the end of the decade has caused quite a stir. So it should, for in most respects it is complete nonsense.

The Tory leadership contest was a spectacle of instant downward social mobility. Mr Hurd, an Etonian grandee, recalled picking potatoes, while friends of Mr Heseltine, a millionaire educated at Shrewsbury public school, proudly recounted not his business successes but the traumas of his failures. Mr Major emerged as a trustworthy, approachable man who could be almost anyone's ideal next-door neighbour.

But it will take more than Mr Major's background and image to deliver a party and a government committed to the social reforms needed to create a society based on equality of opportunity and reward according to merit.

In the postwar era as a whole the political initiatives which have contributed most to social reform have stemmed from the traditions of Keynes and Beveridge, particularly in education and health. These were announced by the Thatcher governments.

The welfare state is in urgent need of reform and good management. But under the Thatcher governments much of the public sector has fallen into disrepair. In many hospitals, health care has virtually come to an end. Instead nurses and doctors are only able to offer a safety net service of emergency care to the most urgent, life-threatening cases.

Mr Major will struggle just to arrest and reverse the divisive social policies of the past 10 years, let alone overcome the symptoms of class and privilege embedded in the public schools and inherited wealth.

Most importantly the smooth public relations of Mr Major's campaign pledges will have to be matched by substantive policies. He says he wants to make education a priority. The Tories have been saying that since 1983, with few tangible signs of progress.

None of this means that Mr Major's claim to want to create

a classless society is devoid of meaning. It is just that he has in mind something less ambitious and more immediately political.

Mr Major is attempting to rebuild relations between the Tory party and its supporters among the affluent working class. These people provided the bedrock of support for Mrs Thatcher. The Tory party is in danger of losing its support largely because of the poll tax, high interest rates and slower growth in real incomes.

The prime minister's vision of a society based on individual responsibility and advancement through merit primarily appeals to these voters in the aspirant working class. An overwhelming majority are homeowners and many will become property inheritors. There is more social fluidity than there used to be; the old working class of the great manufacturing complexes and contributions is passing away.

There is more social fluidity than there used to be; the old working class of the great manufacturing complexes and contributions is passing away. The retrenchment of 1990-91 will just be a temporary hold-up in the accumulation of greater wealth.

Thus Mr Major's brave vision is just good politics, but no less significant for that. The fragmentation of the old working class is one of the main reasons why class is becoming less important in British society. However, that does not mean that inequality has ceased to be a social sore. Indeed in the past 10 years inequalities within Britain have widened considerably.

The measures announced on Tuesday to reduce homelessness in London are an indication of the selective and highly political nature of Mr Major's classless strategy. They may clear cardboard cities from the path of tourists in London, but will do little to attack the underlying causes of homelessness, or for people outside the capital.

The reality is that Mr Major's vision will be fashioned for the disgruntled homeowners of Essex rather than the people who sleep beneath railway arches each evening or the former inmates of mental hospitals who will continue to wander the streets in Mr Major's classless society.

## LETTERS

## Joining European union would compromise City's formula for success

From Mr Tim Lee

Sir, Professor Artis and Taylor ("EMU: UK should be among the leaders", Letters, December 14) are surely wrong to argue that the City of London would be better placed if Britain is on the fast track to European union. The success of the City, particularly over the past 10 years, owes itself largely to the government's commitment to deregulated financial markets and a competitive tax regime. Britain's independent ability to maintain this commitment is at stake if it is to be compromised in any European union.

The editorial view expressed in the same edition ("Making the best of EMU"), that national fiscal sovereignty must be protected within the European union, is admirable, but will be impossible to

achieve. How is Italy, for example, to finance its national debt now that its ability to tax has been severely reduced (by the single market) and once its ability to monetise deficits is removed?

There has been remarkably little discussion about the need for convergence of national fiscal policies ahead of union. In practice bankrupt governments will be bailed out once monetary union has taken place and over time the pressures leading towards a common, centrally determined, European fiscal policy will be irresistible.

In this environment the City will have increasingly little to offer as a financial centre for Europe. Indeed, French and German financiers are already debating among themselves whether the financial centre of a united Europe will be in

Paris or Frankfurt.

The City's interests would be better served if the UK remained outside a united Europe and the British government maintained sovereignty over national tax and regulatory policy. The transaction costs associated with having a different currency are minor compared to these considerations.

The view, so often heard, that the City, or indeed Britain, could not survive off the fast track to a united Europe is incorrect and dangerous. It is leading to a position in which Britain is being pushed towards a union which may not be in its interests, without the democratic consent of the British people.

Tim Lee,  
Flat 9,  
10-11 Courtyard Gardens, SW5

## The losers in the battle at Waterloo

From P.A. Drew

Sir, Why should I not be so convinced that the board of British Rail, in its meticulous and careful planning of the structural changes to Waterloo Station to accommodate the Continent, did not also plan the chaos and disruption to their passengers which has been the daily certainty and consequence?

It has now become necessary for many passengers, in planning their journeys on the already wretched Network South East, to allow an extra hour. To inflict this adversity on its passengers at a time when it is imposing substantial fare increases is wholly consistent with BR's total disregard for the standard of service it provides to the commuter. For journeys from Waterloo to Ascot, for example, a distance of less than 30 miles, to take two hours is surely a product of even more than the Network's customary incompetence.

Could it be that BR has now dropped its façade of concern for the traveller suggested by its "We're Getting There" campaign, and is now cynically provoking passenger protest as a means of exerting political pressure?

It would be interesting to learn the board's plans for further improvement.

P.A. Drew,  
Church Hill,  
Chamberlay, Surrey

## Putting the record straight on nuclear building

From Mr John G. Collier

Sir, How disappointing it was to read your report ("Pressure mounts over the nuclear question", December 17). This purports to review the prospects of new FWRs to follow Sizewell, but unfortunately is wrong in several aspects and confused about others.

On the question of building power stations successfully, the reality is that the last two completed by CEGB, Drax coal fire station and Heysham II AGR, were both essentially completed to time and cost.

The Sizewell B FWR was authorised by the CEGB in April 1987 against a committed programme of 72 months from the start of main construction to fuel load, which was 12 months shorter than the programme given to the Public Inquiry. Far from being late, the Sizewell project is 3 months ahead of schedule. The capital cost has gone up - as you say, mainly because all the launch costs must now be borne by Sizewell B, as the secretary of state for energy, Mr John Wakeham, has made clear on several occasions.

On your second and third points - the management of radioactive waste and decommissioning - our evidence to the Rinkley Point C Public Inquiry showed that for a

FWR, which is less demanding than the existing gas-cooled stations, a cost for both combined was only of the order of 2 per cent of generation costs.

For the Magnox and AGR station, both requirements have been critically reviewed and our latest estimates indicate a combined figure of approximately 5 per cent of generation costs, which could well be lower if some of our most recent proposals are adopted.

We have, of course, a great deal to do to bring forward plans for future nuclear power stations for the Government 1994 review. New nuclear stations will be needed, we believe, for environmental, diversity and economic reasons. We would, however, like the public debate to be factual and balanced.

J.G. Collier,  
chairman, Nuclear Electric plc,  
Barnett Way, Barnwood,  
Gloucester

Support for heat-power schemes a volte face for BG

From Mr Norman Jenkins

Sir, British Gas appears to be making a determined attempt to dominate virtually the whole spectrum of energy. Robert Evans' speech at the Institute of Energy's "Electricity from Gas" seminar about seven weeks ago, promising every support (including finance) for virtually anyone entering the field of electricity generation, is surely a challenge that could lead to a head-on collision with the electricity services industry. His offer of comprehensive assistance to promoters of combined heat and power schemes of any size, "including district heating", is not only a reversal of the previous policy expressed in the

minority report of Energy Paper 36 (Dr Clatworthy), but an acknowledgement of the ultimate practicability and economy of distributing heat at present wasted in generation - 50 to 70 per cent of the fuel. One wonders whether the chairman of BG realises the consequences of his support for district heating. In the classic case of Brescia, Italy (pop. 200,000), which has a ring fence and enjoys the services of a Pico supplying all municipal engineering services, neither gas nor electricity as state industries get a look in. The Azienda Servizi Municipali generates heat and electricity in a multi-fuel plant (choosing oil, gas or coal as

market prices dictate; sufficiently economic to be shut down in summer), distributing to city and suburban areas as economy and engineering requires, operating city trams, buses, street and traffic lighting... (There is incidentally a surplus of electricity in mid-winter due to the energy system emphasis on heat.)

The key to our own energy/environment problem is there - in the distribution of otherwise wasted heat - at the expense of both gas and electricity used for space and water heating as we now know them. A volte-face indeed.

Norman Jenkins,  
Whitehall, Bessett, Farnham,  
Surrey



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# FINANCIAL TIMES COMPANIES & MARKETS

THE FINANCIAL TIMES LIMITED 1990

Thursday December 20 1990

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## INSIDE

### United Scientific back in the black

United Scientific Holdings, the UK defence equipment group which narrowly escaped being taken over last year, has returned to the black. USH, in which IEP Securities is the investment vehicle of Sir Ron Briley, has a near 29 per cent stake, made a pre-tax profit of £2.1m (\$4m) for the 12 months to September 30, compared with a loss of £3.6m in the corresponding period. Turnover rose from £128m to £143m and the loss per share fell from 9.3p to 1.8p. Page 24

### Savage saga comes to a head

Savage Group holds its annual general meeting today in London. In the last six weeks, under pressure from its largest shareholders, the USM-quoted hardware group has installed a new chairman and a new chief executive, and promised investors a new strategy. Despite turmoil behind the scenes and continued weakness of the do-it-yourself market, the value of the company has increased more than £5m since the beginning of November. Andrew Hill explains why. Page 21 & 25

### That icing on the cake

Chances are that those bright red holly berries decorating your slice of traditional, richly-iced cake this Christmas are in fact the crushed remnants of sex-crazed Peruvian butterflies (left). Dried cochineal, which looks reassuringly like pinkish-grey seeds rather than squashed beetles, is the raw material used to make the red colourant carmine, and can be found in a host of cosmetics, drinks, foods and textiles. Sally Bowen examines Peru's attempts to boost production of this natural colourant. Page 28

### General Electric boosts European presence on board

General Electric, the US industrial combine yesterday gave the clearest signal yet of the growing significance of its European activities, with the appointment of Mr Paolo Fresco, the London-based head of its international operations, to its board. Italian-born Mr Fresco joined GE in 1982 as a lawyer and has overseen several of the company's more important international initiatives including its purchase of an controlling interest in Tungsram, the Hungarian light bulb manufacturer. Page 20

### Tumult on the bourses

The tumultuous year in German politics has been matched by an equally hectic 12 months on the bourses. An initial 10 per cent rise in the DAX index has since been reversed into a 20 per cent slump. Companies with weak overseas markets are increasingly feeling the pinch while domestic shares - those most likely to benefit from German unification - are set for impressive gains. Andrew Fisher in Frankfurt looks at some of the bourses' winners and losers. Page 37

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### Chief price changes yesterday

FRANKFURT (DM)		PARIS (FFP)			
Alcoa	335	+ 13	Alcoa	535	+ 17
Bois de France	219	+ 10	Bois de France	478	+ 28
Deutsche Bank	142.5	+ 4.5	Deutsche Bank	665	+ 25
Deutsche Post	118	- 6.0	Deutsche Post	774	+ 23
Deutsche Telekom	372	- 9.2	Deutsche Telekom	2100	+ 100
Deutsche Telekom	372	- 9.2	Deutsche Telekom	2590	+ 250
Deutsche Telekom	372	- 9.2	Deutsche Telekom	1040	+ 100
Deutsche Telekom	372	- 9.2	Deutsche Telekom	545	+ 44
Deutsche Telekom	372	- 9.2	Deutsche Telekom	1565	+ 160
Deutsche Telekom	372	- 9.2	Deutsche Telekom	1020	+ 100
Deutsche Telekom	372	- 9.2	Deutsche Telekom	1020	+ 100
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New York prices at 12.30pm

LONDON (Pence)		Wills Carron		209	+	7
Carlton Cinema	377	+	54	Palme		
Gairney Pope	43	+	10	CSC Inv	100	- 5
Acc. Accident	493	+	10	Euro Leisure	26	- 12
Anglo Bank	282	+	10	Firth (S&P)	28	- 4
Deutsche B.S	404	+	312	F.S.M. Props	37	- 5
London Inns	283	+	13	Harrison Inds	57	- 12
Wingate	182	+	10	Unitech	216	- 22
Swiss	503	+	17	Ust Scientific	45	- 3
Norhouse	116	+	7			
Wellcome	463	+	20			

## Belgian bank expands with FFr950m deal

By Lucy Kellaway in Brussels and George Graham in Paris

GENERALE de Banque, Belgium's biggest bank, is to pay FFr950m (\$180m) for a 45 per cent stake in Banque Paribas de Crédit (BPC), a subsidiary of Compagnie de Suez. It is the Belgian bank's first big cross-border banking deal. Generale de Banque said it had the option to buy the rest of BPC over two years, although this would depend on the French bank's performance. The deal - which confirms a general trend towards European banking before 1992 - fits with

the declared strategy of Generale de Banque of extending its strong domestic business into neighbouring markets. It comes more than a year after it called off more ambitious plans for a full merger with Amsterdam Rotterdam Bank of the Netherlands. BPC, which has its main client base among small and medium companies in the Paris region, has always fallen outside the main orbit of Suez's banking interests. These are concentrated, through Banque Indosuez, on big-

ger corporate customers. Selling off the bank will enable Suez to ease its financial position. The group has little debt, but has nevertheless been viewed as strapped for cash since the acquisition of its controlling stakes in Societe Generale de Belgique and in Victoire, the French insurance group. Suez is the majority shareholder in Societe Generale de Belgique, which in turn owns some 15 per cent of Generale de Banque. Officials rejected suggestions



John Reed, chairman of Citicorp: "Now I'm damn embarrassed because the critics were right and we were wrong."

## When Citicorp eats humble pie

Alan Friedman in New York reports on the woes of the biggest US bank

Mr John Reed, America's most influential banker, made an unusual mea culpa recently. "We were warned about real estate two years ago, we were warned again a year ago, and we took no heed," he said. The chairman of Citicorp in an interview last month. "Now I'm damn embarrassed because the critics were right and we were wrong." Mr Reed, 51, was once the wunderkind of US banking. His successful 1980s strategy - building a technology-driven retail banking business that now supplies 60 per cent of Citicorp's core earnings - is not forgotten. But other problems have made him look a chastened man. After his admission of the embarrassment about problem real-estate loans, he went on to deal with criticism of Citicorp's lower than average 3.8 per cent capital-to-asset ratio. "The capital thing," he said, "is also valid. Visibly, statistically, we look a little naked." Despite this nakedness, Mr Reed was loath to cut Citicorp's dividend. Only a few days ago he insisted this method is a "highly inefficient" means of conserving capital. This week, in a striking reversal of position, Citicorp announced plans to slash its 1991 dividend by 44 per cent and to shed 5,000 of the bank's 80,000 employees. In a terse statement the bank said it would suffer a fourth quarter deficit of up to \$400m due to mounting bad-debt provisions and a \$300m write-off caused by the job cuts. As striking as the about-turn on dividends was Citicorp's sackcloth-and-ashes admission that it "has embraced the need to substantially strengthen its actual and relative capital position." US banking regulators have been pressing banks to strengthen their capital. Citicorp's latest measures, including a \$400m fourth quarter provision against possible loan losses

come at the end of a rigorous inspection by bank examiners. The bank's commercial loan loss provisions are less than a third the level of those made by its main New York rivals, expressed as a proportion of non-performing loans. But management has insisted until now that they do not need to be increased. Analysts now say it is too early to tell whether the new loan loss provisions will be sufficient to deal with the continuing deterioration in the economy expected during the first half of 1991. Citicorp's loan write-offs in the first nine months of 1990 totalled \$2.9bn, of which \$429m was made against commercial loans. The bank is likely to make fourth quarter commercial loan write-offs of \$150m, hardly a large rise. Citicorp is not the first big US money-centre bank to cut its dividend or slash its payroll. Problems at Citicorp inevitably win greater attention, however, than actions at other banks, such as the retrenchment at Security Pacific or the staffing cutbacks at Chase Manhattan. Citicorp, after all, serves one out of every four American households. Of all international commercial banks, it has the widest global reach. Under the chairmanship of Mr Walter Wriston, who chose Mr Reed as his successor, Citicorp led the 1970s Charge of the Debt Brigade in Mexico, Brazil and Argentina. Yesterday morning, with no irony intended, Mr Wriston penned an elder-statesman's article on banking in a US newspaper in which he admitted as pessimist that "capital strength is nevertheless an important ele-

### Citicorp serves one out of every four American households, so its problems win greater attention than those of other banks

ment in the banking picture." The capital issue is a symptom of Citicorp's problems. Of these the biggest - aside from concern that Third World loan loss provisions remain inadequate - is the impact of the real estate crisis. Some \$2.2bn, or 16.7 per cent, of the bank's US commercial real estate portfolio is non-performing. This is the highest ratio of any of the big US banks and it may increase further in the next few months. Insiders at Citicorp say senior management has been accumulating in recent weeks to deal with worsening problems. They say the bank's strategy for addressing its problems has been evolving very rapidly. A week ago Citicorp said it would sack 4,000 of its corporate banking staff, two days ago it doubled the number. The bank plans to sell off some assets next year and cut staff by natural wastage, thus paying the way for \$500m of annual cost savings by 1992. The stock market is well aware of Citicorp's travails - its share price has fallen by half over the past 12 months, to \$13.4 yesterday, down 8% on the day. And analysts are sceptical about Citicorp's ability to face its problems quickly, especially as some say the bank still needs to increase its loan loss provisions by \$2.5bn or more. Mr Raphael Soifer, an analyst at Brown Brothers Harriman, said yesterday that Citicorp may not live up to its own advertising slogan, which claims the bank is "for those who want to succeed, not just survive." Citicorp is suffering from both deep regional recession in the northeastern US

and from its own internal problems, he says. "The company's survival is not in doubt, but the question is how can it succeed?" Brown Brothers estimates that Citicorp needs to raise as much as \$5bn of new equity in the next few years. If the bank cannot raise enough new cash by way of asset sales and its hoped-for international \$1bn private placement of preferred stock, Mr Soifer says it will have to accept a reduction in size, abandoning some of its more far-flung ambitions to be both the leading US retail bank and a force in corporate finance in both the industrialised and developing world. Analysts say the bank's package of measures this week has not been spelt out enough to allow them to make intelligent forecasts. Officials across the bank have been told not to comment on its present situation. Wall Street will have to wait until Citicorp's fourth quarter 1990 results are released after the New Year in order to see how much humble pie Mr Reed is really prepared to consume. When Chemical Bank slashed its own dividend and revealed a big loan loss provision in October, Mr Walter Shipley, the chairman, noted that the US economy was heading for a rocky period. He called the dividend cut "a conservative approach in a difficult environment." Mr Shipley and other top US bankers are convinced that a consolidation of the over-diffuse US banking system is inevitable, whether by mergers or other means. In Washington, meanwhile, work is going forward on a package of banking reform measures that will be unveiled by President Bush in next month's State of Union address. The next 12 months could see more pain, more loan losses and more staff cuts for big US banks. Citicorp's troubles are merely the most visible sign of the gloomy state of US banking; the benchmark bank has owned up.

## Digital acquires control of Mannesmann computer side

By David Goodhart in Bonn and Martin Dickson in New York

MANNESMANN, the German engineering group, has sold a majority stake in the barely profitable computer business of its Kienzle subsidiary. The purchaser is Digital Equipment Corporation, of the US, the world's third largest computer business. The computer business will become a new company, Digital-Kienzle Computer Systems, 65 per cent owned by Digital and 35 per cent by Mannesmann. Digital has paid Mannesmann around DM350m (\$235m) for its stake, which values the computer business, based in Villigen, southern Germany, at DM525m. The deal is the largest investment outside the US by Digital, which has been expanding in both Western and Eastern Europe and recently opened a new semiconductor plant in Scotland. The Mannesmann company will add sales of about DM800m to Digital's existing DM1.75bn of revenues in the important German market. Digital, which mainly supplies systems for large companies, said the deal would also continue its worldwide thrust into the small and medium-sized business market, which is where Mannesmann's sales are concentrated. The move comes amid a two-year-long earnings slide at Digital, which is in the throes of a staff cutting and rationalisation programme. Mannesmann has been looking for a suitable purchaser or partner for the Kienzle computer business for over a year. The business, which specialises in retailing systems and medium-sized companies, has been suffering from severe price

competition and, according to Mannesmann officials, lacked the size to become acceptably profitable on its own. There was speculation that Kienzle might be merged with Nixdorf, which was subsequently taken over by Siemens, or be acquired by the Japanese computer group Fujitsu. In 1989 the Kienzle computer business, with about 4,300 employees, had sales of DM500m and just broke even. The rest of the Kienzle subsidiary, originally acquired by Mannesmann in 1982, has 2,600 employees and sales of DM1bn. Mr Werner Dieter, Mannesmann chief executive, said that broader co-operation with Digital was also being considered and mentioned the Mannesmann subsidiaries Renzoth and Demag.

## Campeau losses climb to \$477m

By Bernard Simon in Toronto

THE PROSPECTS for Campeau Corporation, the floundering Canadian real estate and retailing group, have darkened further with a 25 per cent increase in its losses so far this year, and the growing difficulty of selling properties into a sagging market. Campeau, which is trying to wring concessions from its major creditors while its US department store subsidiaries reorganise under Chapter 11 of the bankruptcy code, suffered a US\$477m loss in the nine months to October 31, up from \$377m a year earlier. The loss per share grew from \$6.77 to \$10.82, which excludes \$204m of interest on the unsecured debt of the department store groups, Allied Stores and Federated Department Stores. Revenues dipped from \$7.04bn to \$6.94bn. The deterioration reflects poorer results both from Allied

and Federated, and from real estate operations. Operating profit from the department stores fell from \$440m to \$251m, while the real estate business suffered a \$12m loss, compared with a year-earlier profit of \$17m. Reorganisation costs relating to the US subsidiaries totalled \$74m. "The real estate reversal includes a \$106m provision, the biggest component of which is a charge to reimburse Toronto developers Olympia & York for a shortfall in occupancy rates at Scotia Plaza, Campeau's 68-storey flagship development in downtown Toronto. O&Y bought a 50 per cent stake in Scotia Plaza three years ago, on terms that included a guarantee of a minimum occupancy rate. The real estate company has realised \$135m from the disposal of real estate assets so far this year. But a Campeau spokesman said

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## INTERNATIONAL COMPANIES AND FINANCE

## BTR raises its stake in Pilkington to 4.05%

By David Owen in London

SHARES of Pilkington climbed sharply yesterday on news that BTR, the UK industrial conglomerate, had raised its stake in the Merseyside-based glassmaker from 3.75 per cent to 4.05 per cent.

BTR's interest is a legacy of its contentious and unsuccessful £1.18bn (\$2.24bn) bid for Pilkington launched in November 1986. Pilkington closed up 10p at 182p valuing the group at £1.35bn, while BTR was ahead 3p at 330p.

Rumours that the 164-year-old glassmaker was again "in play" have been swirling around a deal-starved City of London this year, encouraged by each new slide in the share price.

They were given further currency earlier this month when the group, which is the world's leading producer of flat and safety glass, reported a 30 per cent decline in interim profits to £103.2m.

BTR is regarded as one of a number of possible suitors along with Hanson and other

leading European building products groups.

"This is not the only company where we have recently added to our holding," said Mr Christopher Bull, BTR's finance director. "At the price levels of the past few weeks, we regard Pilkington as good investment value."

BTR, which this month appointed Mr Alan Jackson to take over as chief executive in January, has hinted strongly that it retains acquisitive designs in spite of experiencing a disappointing year.

In April, it was thwarted by Saint-Gobain, the French chips glassmaker, in its efforts to buy Norton, the US abrasives group. In September, its shares fell sharply when it delivered only a 6.6 per cent advance to £530m in interim profits.

Less than two weeks ago, Mr Jackson himself said that he thought BTR needed a big UK acquisition. The 64-year-old Australian has earned a reputation as a formidable dealmaker during a long stint at the head of BTR Nylax, the

group's Australian offshoot.

If BTR did make a second attempt to swallow Pilkington, the parallels with its previous effort would be striking.

That foray also came over the Christmas period, being abandoned by the group following a higher-than-expected Pilkington profit forecast in January 1987.

It was similarly launched in the period between the appointment of a new chief executive - in that instance, Mr John Cahill - and the date when he actually assumed his new duties.

For all that, it appeared at least as likely yesterday that BTR was attempting to flush out other suitors in the hope of selling its Pilkington shares at a satisfactory price.

Pilkington, for its part, said that it had "no information" about BTR's intentions.

"We made it clear four years ago that they were not welcome and our views have not changed," the group said.

## GE's push into Europe underlined by posting

By Charles Leadbeater, Industrial Editor

GENERAL Electric, the US industrial combine, yesterday gave the clearest signal yet of the growing significance of its European activities with the appointment of Mr Paolo Fresco, the London-based head of its international operations, to its board.

Mr Fresco, an Italian who joined GE in 1983 as a lawyer in the company's Italian subsidiary, has overseen several of the company's most important international initiatives, including its purchase of a controlling interest in Tungsram, the Hungarian light bulb manufacturer; joint ventures with the UK's ICI Chemicals Company; and the swap of several businesses with Thomson of France.

General Electric's sales in Europe have risen from \$2bn in 1985 to about \$6bn in 1989, with more than half of the sales supplied from European production sites. GE's employment in Europe has increased from 7,000 to 45,000 in the same period.

Mr Jack Welch, GE's chairman, said the addition of Mr Fresco's international expertise to the board was another step in GE becoming a global company.

## Dyno Industrier in writedown

DYNO INDUSTRIES, the Norwegian diversified chemicals group, yesterday announced that it is to write down by Nkr90m (\$55.15m) the value of its 50 per cent stake in Dyno Westfarms, which has 38 per cent of the Australian explosives market.

Dyno explained that to turn the Australian company into a profitable unit "it has taken much longer and required a much larger investment than originally planned".

Dyno bought its stake in Dyno Westfarms in 1988 from DuPont, but because of tough market competition and obligations to contractors which have low profit margins the company has struggled to return to profit.

## DSM expects to agree to buy ACF Chemie early next year

By Ronald van de Krol in Amsterdam

DSM, the Dutch chemicals group, said yesterday it expects to reach agreement early next year on acquiring ACF Chemie, a maker of quinine and iodine-based products, from ACF Holding of the Netherlands.

ACF Chemie, which is based in Maarsse, near Utrecht, has annual sales of Fl 75m (\$44.6m) and a workforce of 345.

The chemicals producer's activities, including its iodine-mining activities in Chile, are to become part of Andeno, a DSM subsidiary which specialises in producing chemicals for the pharmaceutical industry.

DSM, which is not yet active

in quinine and iodine derivatives, said the acquisition would bolster its position in the chemicals.

Bourse-listed ACF Holding said yesterday that it also recently sold Industrie Chimiche Italiane, its Milan-based producer of bulk chemicals for the pharmaceutical industry, to Chemind Holding, a Swiss investment group.

The Italian company has annual turnover of Fl 15m and 40 employees.

The two divestments mark the end of an extensive restructuring at ACF which has included the sale of its welding, sealing and coating businesses.

ACF declined to say how much it will receive for the latest two companies but confirmed that the proceeds would be below book value.

ACF, with annual turnover of Fl 1.1bn, is now concentrating on marketing and trading pharmaceuticals.

In 1989 it took full control over Brocacef, a major Dutch pharmaceutical wholesaler, after buying out its joint-venture partner Gist-broeders, the Dutch biotechnology company.

ACF expects its net profit from normal business operations to total Fl 14m in 1990, reversing losses of Fl 8.4m in 1989.

## French group expects net of FF425m

SOCIÉTÉ GÉNÉRALE

d'Entreprises, the French construction group 75 per cent owned by CIE Générale des Eaux, the water utility, said it expects 1990 attributable net profit will be at least FF425m (\$63m) compared with FF382m in 1989. Reuter reports: The company said sales would be FF37.75bn in 1990 compared with FF34.64bn in 1989. In October, the company estimated sales of more than FF35bn for 1990.

## Skis Rossignol turns in loss of FF11.97m

SKIS Rossignol, the French ski equipment group, has reported a loss of FF11.97m (\$1.83m) in the six months to September 30 against a profit of FF59.96m in the corresponding half last year. Turnover was FF771.06m compared with FF665.09m, Reuter reports.

The company expects a loss of at least FF100m for the full year, compared with a previous year loss of FF93.34m. Last month it forecast a loss of FF65m for 1990-91.

The fall in turnover was mainly the result of unfavourable movements in exchange rates in the company's main currencies, chiefly the US and Canadian dollars and the yen, against the franc.

## Czech airline names adviser

CSA, Czechoslovakia's state-owned airline, said yesterday it had appointed JP Morgan as financial adviser on its proposed privatisation, writes Stephen Miller.

Before it is privatised, CSA will be restructured along with European lines. Morgan, which was selected from six competing banks, will help CSA to restructure and to establish the value, before entering into talks with foreign investors.

CSA plans to replace the aircraft in its fleet, change its services and seek closer co-operation with western airlines, including the eventual possibility of their taking equity stakes in CSA.

## Philips settles with legal chief

By Ronald van de Krol

PHILIPS, the Dutch electronics group, has reached an agreement with Mr Hans Beekhuis, its chief legal officer, on terminating his employment following a dispute with the company's board.

Under an agreement ratified by both sides, his contract will be ended in June. The suspension from duties which was imposed last month will be formally lifted, but Mr Beekhuis will not be returning to his post, though he may act as an

adviser to the company from time to time between now and mid-1991.

As part of the agreement, Philips and Mr Beekhuis have also pledged not to give details of the dispute that led to the termination of his contract.

In a statement the company said only that the row concerned "a difference of opinion about Mr Beekhuis's responsibility as chief legal officer". Philips also expressed "deep gratitude" to Mr Beekhuis for

his services over the past 28 years.

The dispute is thought to touch more on the scope of Mr Beekhuis's authority than on broader issues of company policy and strategy.

Philips is working on cutting 45,000 jobs worldwide in a bid to turn around its flagging fortunes.

Mr Beekhuis, 54, joined Philips in 1964 and became chief legal officer and the company general secretary in 1988.

## Wheeling-Pittsburgh plan approved

By Nikki Tait in New York

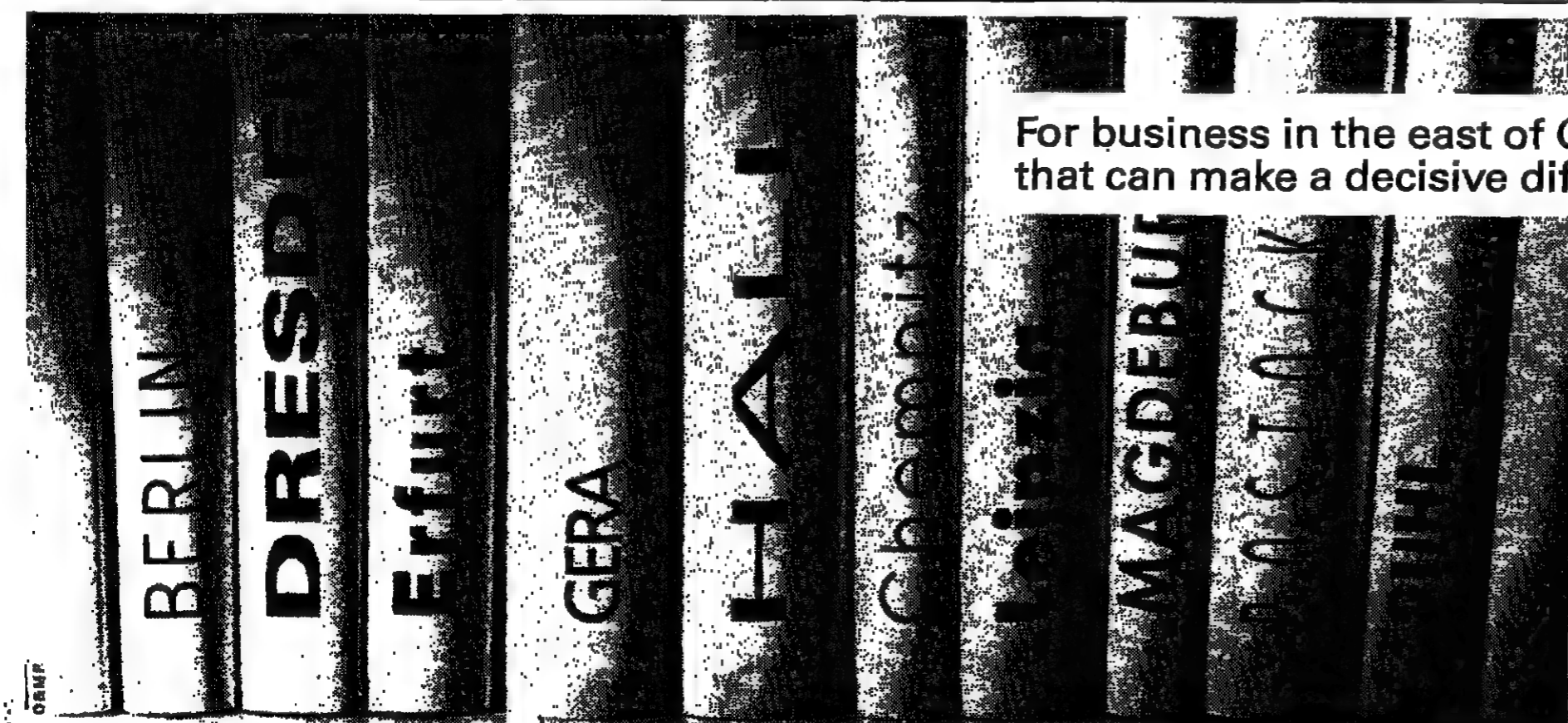
WHEELING-PITTSBURGH, the US steelmaker, has finally secured court approval for its reorganisation plan.

This means that it will be able to emerge from bankruptcy proceedings five-and-a-half years after filing for protection from its creditors under Chapter 11 of the US bankruptcy code.

Judge Warren Bents signed the court order on Tuesday, having indicated a week earlier that he intended to approve the plan.

Last-minute objections to the plan - which gives unsecured creditors back about 72 cents on the dollar - had been raised by the Environmental Protection Agency and by Farmers Home Administration.

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per U.S. \$50,000 Note	U.S. \$1,023.44

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GEC ALSTHOM  
GEC Alsthom's TGV  
High Speed Train  
holds the world rail speed  
record at 515.3 km/h.

transport services ease travel across all continents. Our TGV High Speed Train holds the world rail speed record at more than 500 km/h. Equally, we are also one of the world leaders in the field of electrical engineering. Our batteries provide energy for millions of types of equipment. So on January 1st we'll have a new name: CGE will become Alcatel Alsthom.

Alcatel Alsthom. 54, rue La Boétie 75008 Paris, France





## Sumitomo Trust & Banking Co., Ltd.

### Interim results to 30th September 1990

	Millions of Yen 6 months ended 30th September 1990	Millions of Yen 6 months ended 30th September 1989	Millions of Yen Year ended 31st March 1990
Income before Income Taxes	¥ 51,341	¥ 83,378	¥ 132,246
Net Income	29,585	40,143	62,231
Total Assets in Banking Accounts	18,198,491	18,002,176	18,858,882
Total Assets in Trust Accounts	33,056,726	30,768,916	31,457,482
Interim Dividend	¥ 4.25 per share	¥ 4.25 per share	¥ 8.50 per share

Interim Financial Statements for 6 months ended 30th September 1990

will be available upon request from December 31st 1990.

Please direct enquiries to the address below.

Sumitomo Trust & Banking Co., Ltd.  
London Branch

155, Bishopsgate, London EC2M 3XU  
Telephone: 071-945 7000 Fax: 071-945 7177

#### News International PLC

US \$150,000,000 5 1/2% Bonds due 1991

convertible into

US \$150,000,000 Guaranteed Floating Rate Notes due 1991

For the period from December 30, 1990 to March 30, 1991 the Notes will carry an interest rate of 5 1/2% per annum with an interest amount of US \$207.00 per US \$100,000 Note. The relevant interest payment date will be March 30, 1991.

Agent Bank  
Banque Paribas Luxembourg  
Société Anonyme

#### COMALCO FINANCE LIMITED

US\$100,000,000  
Guaranteed Floating  
Rate Notes due 1993

Notice is hereby given that for the interest period 20th December 1990 to 20th March 1991 the interest rate has been fixed at 8 1/4% per annum payable on 20th March 1991 will amount to US\$101.56 per US\$100,000 Note.

Agent: Morgan Guaranty  
Trust Company  
JP Morgan

## UK COMPANY NEWS

### MMC to investigate Morgan Crucible buy

By Andrew Taylor, Construction Correspondent

MR PETER LILLEY, trade secretary, has asked the Monopolies & Mergers Commission to investigate whether an \$86.1m (£50.5m) acquisition of European refractory businesses by Morgan Crucible, the industrial materials and electronic products company, is against the public interest.

This summer Morgan completed the purchase of the European refractory ceramic fibre and high temperature fibre brick businesses of Manville International of the US. It paid a further \$12.4m for Manville's US businesses.

The products are used for vessels and for protection in high temperature manufacturing processes such as in foundries and for the petrochemical industry.

Mr Lilley said yesterday that he had asked for an investigation by the Commission because of possible effects on competition in the UK market for refractory ceramic fibres.

Before the acquisition Morgan Crucible was estimated to control about 15 per cent of the European and approaching 40 per cent of the UK ceramic fibre market. After the purchase it was estimated to have just under 35 per cent of the European market.

The majority of Manville's sales are in France and Italy. It has factories at St Marcelin and Wissembourg in France and Casalpusterloggio in Italy but it has sales offices in the UK and Germany.

Mr Bruce Farmer, Morgan's managing director said: "I am amazed at the decision. This is a company with no manufacturing capacity in the UK and is exporting into a market which is currently suffering from

declining prices. Ceramic fibre is also available from the US, South America and the Far East. We shall however co-operate fully with Monopolies & Mergers Commission."

One of the main reasons for the reference to the Commission was that the Manville purchase reduced the number of leading suppliers to the British market from four to three. Morgan's main competitors now are Carborundum, a subsidiary of British Petroleum, and Carborundum, a subsidiary of Saint Gobain of France. The Office of Fair Trading, which recommended that an investigation be undertaken, said the reason for the long delay in reaching this decision was because "it has taken time to get together the relevant material to decide whether an investigation was necessary."

### Interest costs and failed expansion put GM Firth in red

By Richard Gourley

GM FIRTH, the Midlands-based steel stockholding company, went into the red in the first half of 1990-91 due to a failed effort to expand in south-east England and the cost of holding a 20 per cent stake in Arthur Lee, the Sheffield-based steel and plastics group.

The six months to September 30 ended with a loss of £256,000, against pre-tax profits of £2.03m last time.

The board more than halved the interim dividend to 1p (2.25p) and the shares closed down 4p at 24p.

During the period turnover fell from £46.84m to £27.4m as the group's investment activity fell to almost nothing apart from the 19.9 per cent stake it holds in Arthur Lee.

Interest paid of £0.8m to finance the stake accounted for most of the increased interest charge of £1.07m (£698,000).

Mr Ian Wasserman, the chairman, said the stake was held in the books at "substantially" less than the 146p price at which Lee closed yesterday.

Firth also suffered losses at Caxton Steel, the East London steel stockholders bought in 1989 for £2m. Since the end of the period, Firth has closed Caxton, releasing £2m that was tied up in working capital but leading to an extraordinary loss of £122,000 during the first half.

Mr Wasserman said that the core steel business made pre-tax profits of £1m, against £1.5m in the comparable period.

Interest paid of £0.8m to

### \$6m sale at Corporate Services

CORPORATE SERVICES Group, the former Southwest Resources, has completed its exit from the energy sector with the sale of States Petroleum to Sunlite in a deal worth \$6m (£3.09m), writes Clay Harris.

Sunlite is paying \$100,000 for States, which operates oil and gas fields in Texas, Louisiana and Mississippi, and is also taking over \$5.6m of borrowings.

It was formerly a subsidiary of Dominion International Group, the financial services and property company which collapsed in January. The USM-traded company is now run by Mr Jeffrey Fowler, who plans to concentrate on recruitment, outdoor posters and office furniture.

Dwyer declines to \$864,000

Dwyer, the property investment company, said that it was performing "extremely satis-

factorily for a small company in a difficult sector", though it did see pre-tax profits fall from \$2.24m to \$864,000 in the year to September 30.

Turnover was down at \$11.12m (£7.92m). Of the lower gross profits of \$6.12m (£3.08m), property sales contributed only \$778,000 this time, against \$2.57m, while net rents slipped in more at \$5.38m (£4.57m).

Fully diluted earnings came to 3.9p (13.01p) but at the basic level, there was a loss of 2.06p per share, against earnings of 12.04p. A maintained final dividend of 2.5p has been proposed to make a same-as-again 4p.

Difficult conditions cut AH Ball profits

Difficult trading conditions affected AH Ball Group, the USM-quoted excavation and pipeline company, during the six months ended September 30. On turnover down from \$2.81m to \$2.62m, pre-tax profits dropped to \$276,000 compared with \$609,000.

Mr TT Austin, the chairman, said that delays in water industry capital expenditure and the general downturn in the construction industry had resulted in increased competition which had affected both activity levels and margins. However, he did not expect further deterioration in the next six to nine months.

The interim dividend is being held at 2.2p, payable from lower earnings per share of 3.7p (3.3p).

British Building and Engineering in loss

British Building and Engineering Appliances experienced a further decline in the six months to September 30 and went £115,000 into the red at the pre-tax level. This compared with £377,000 profits in the previous first half and a much reduced result of £254,000 for the last full year. The directors said that steps

had been taken to cut costs by closure and redundancy. However, a disappointing outcome was still expected for the year due to the continuing recession in the building industry.

Turnover fell from £3.2m to £2.8m. There was a loss per share of 8.2p (14.8p earnings). The interim dividend has been halved to 0.5p.

Acquisition helps Sterling Ind up 50%

A full contribution from an acquisition made last year, together with a strong performance in Australia enabled Sterling Ind to increase interim taxable profits by 50 per cent. The rise from £1.88m to £1.99m was achieved on sales up from \$11.53m to \$15.76m and was in spite of a weak UK result.

The directors said Bloom Engineering, acquired in August 1989, had performed above expectations and widened the group's presence in the combustion engineering field. The hydraulics business continued to make progress but the weaker dollar had hindered business in the US.

The interim dividend has been raised to 1.5p (1.35p) on earnings per share of 4.52p (3.93p).

Westpool Investment up 51% to top £4m

Westpool Investment Trust pre-tax profits for the six months to September 30 improved 51 per cent from £2.78m to £4.17m. The dividend from London Merchant Securities, through the group reported pre-tax losses of £285m, was higher at £4.27m, against £2.85m.

Earnings per share were 3.77p (2.55p) and the interim dividend is unchanged at 0.35p.

Low property sales push City Site in red

Rental income has risen 46 per cent from £5.86m to £8.56m over the past 12 months at City Site Estates, though the group reported pre-tax losses of £980,000 for the year to September 30, against profits of £5.95m last time.

This was due largely, the company said, to a sharp fall in profits from property disposals from £11.78m to £1.06m. Net interest payable and similar charges rose from £2.85m to £3.13m.

The directors added that with the rental income standing at more than £10m on an

annualised basis and further growth expected in the rent roll over the next few years, they were recommending a raised final dividend of 0.36p (0.8p) to make 1.52p, a rise of 20 per cent.

At the basic level the losses per share were 7.33p (earnings 32.87p) and fully diluted earnings were 0.47p (27.35p) per share.

Fall in F&C Smaller Companies' nav

Net asset value per 26p share of F&C Smaller Companies Investment Trust, stood at 83.9p at October 31 1990. That was a fall of 19.2p on the figure standing a year earlier.

Attributable revenue for the half year to end-October rose from £361,000 to £1.04m, equal to earnings of 1.15p (1.05p). The interim dividend is being lifted from 0.45p to 0.6p, partly to reduce disparity. The directors' present intention is to recommend a final of not less than 1.06p to make a total of 1.68p (1.5p).

UK squeeze hits Victoria Carpet

Pre-tax profits of Victoria Carpet Holdings, carpet manufacturer, fell from £1.08m to £967,000 in the half year to end-September on turnover down from £19.45m to £18.35m. Earnings declined from 10.93p to 8.15p.

The company said the UK carpet industry had experienced increasingly difficult conditions, largely as a result of the marked decline in household and consumer spending. The market had also been flooded with heavily discounted products. The Australian economy too had remained depressed.

Against that background the directors expected to be able to maintain the existing dividend policy. Last year Victoria paid 4.25p, the fourth successive increase.

Loss at Levercrest in first results

Levercrest, specialist manufacturer of playground equipment and safety surfacing which joined the USM in June, announced a pre-tax loss of £23,000 for the six months to September 30. For the corresponding period profits of £1,000 were made.

Turnover increased by 81 per cent to £2.06m (£1.7m). The loss per share was 0.31p (0.05p earnings).

Notice to the Holders of

U.S. \$200,000,000  
5 1/2% Convertible Subordinated Debentures Due October 12, 1999

and  
U.S. \$300,000,000  
5 1/2% Convertible Subordinated Debentures Due 2002

of  
MCA INC.  
(The "Company")

Notice is hereby given as follows:

On November 26, 1990, the Company entered into a merger agreement with Matsushita Electric Industrial Co., Ltd. pursuant to which a subsidiary of Matsushita commenced a tender offer on November 30, 1990 to purchase all outstanding shares of common stock of the Company at a price of \$66.00 per share in cash. The merger agreement provides that, subject to fulfillment of certain conditions, immediately prior to completion of the tender offer, the Company will spin off to all its stockholders, on a pro rata basis, its entire interest in the television station W WOR-TV, and following completion of the tender offer, the Company will engage in a merger in which any publicly held shares that are not acquired through the tender offer will be converted into the right to receive in cash the highest price paid in the tender offer. The tender offer is disclosed in a Tender Offer Statement on Schedule 14D-1, as amended, filed with the Securities and Exchange Commission.

On November 25, 1990, the Board of Directors of the Company declared a dividend (the "Spinoff Dividend") of shares of common stock of a wholly owned subsidiary of the Company which will own television station W WOR-TV. The Spinoff Dividend will be paid to stockholders of record as of the close of business on the date immediately prior to the date on which a subsidiary of Matsushita first purchases or accepts for payment shares of common stock of the Company pursuant to the tender offer. The Board of Directors of the Company has determined that the fair market value of such Spinoff Dividend applicable to one share of Company common stock for purposes of adjusting the Conversion Rate shall be \$5.00.

Payment of the Spinoff Dividend is conditioned upon, among other things, the satisfaction or waiver of the conditions to the Matsushita tender offer (other than the condition that the Spinoff Dividend shall have been paid). In no event shall the Spinoff Dividend be paid or the Conversion Rate adjusted if the tender offer is not consummated. The tender offer will expire at 12:01 A.M., New York City time, on Saturday, December 29, 1990, unless the tender offer is extended.

December 19, 1990

MCA INC.

This announcement appears as a matter of record only.

U.S. \$200,000,000

Pre-export Financing Facility

9.8%

1990/1995

BANCO NACIONAL DE COMERCIO EXTERIOR, S.N.C.

(A NATIONAL CREDIT ASSOCIATION AND DEVELOPMENT BANK OF MEXICO)



BANCOEXTE

Funds Provided by:

Mitsubishi Corporation

Marubeni Corporation

C. Itoh & Co., Ltd.

Sumitomo Corporation

The undersigned initiated and structured this transaction.

Ecoban Finance Limited

The Stamford Company

November 1990

Handwritten signature: J. J. J. J.

Notice of Mandatory U.S. \$20,000,000 Redemption

out of:

U.S. \$100,000,000

Lloyds Eurofinance N.V.

1½ per cent. Guaranteed Bonds due 1994

Unconditionally and irrevocably guaranteed on a subordinated basis by



Lloyds Bank

NOTICE IS HEREBY GIVEN that pursuant to Condition 5(e) of the Bonds, U.S. \$20,000,000 principal amount of the Bonds has been drawn for redemption at their principal amount.

Payments of principal will be made in accordance with Condition 5 of the Terms and Conditions of the Bonds on or after 30th December, 1990 at the specified office of any of the Paying Agents who are listed in the Terms and Conditions of the Bonds, against surrender of the Bonds with all unexpired Coupons attached, failing which the face value of any missing unexpired Coupon will be

deducted from the payment. Any amounts of principal so deducted will be paid against surrender of the relevant missing Coupon within a period of six years from the date mentioned on the Coupon. Accrued interest due 30th December, 1990 will be paid in the normal manner against presentation and surrender of Coupon No 8 on or after 30th December, 1990. Interest on the Bonds drawn for redemption will cease to accrue from 30th December, 1990.

Serial numbers of the Bonds drawn are as follows:-

1000	1001	1002	1003	1004	1005	1006	1007	1008	1009	1010	1011	1012	1013	1014	1015	1016	1017	1018	1019	1020	1021	1022	1023	1024	1025	1026	1027	1028	1029	1030	1031	1032	1033	1034	1035	1036	1037	1038	1039	1040	1041	1042	1043	1044	1045	1046	1047	1048	1049	1050	1051	1052	1053	1054	1055	1056	1057	1058	1059	1060	1061	1062	1063	1064	1065	1066	1067	1068	1069	1070	1071	1072	1073	1074	1075	1076	1077	1078	1079	1080	1081	1082	1083	1084	1085	1086	1087	1088	1089	1090	1091	1092	1093	1094	1095	1096	1097	1098	1099	1100	1101	1102	1103	1104	1105	1106	1107	1108	1109	1110	1111	1112	1113	1114	1115	1116	1117	1118	1119	1120	1121	1122	1123	1124	1125	1126	1127	1128	1129	1130	1131	1132	1133	1134	1135	1136	1137	1138	1139	1140	1141	1142	1143	1144	1145	1146	1147	1148	1149	1150	1151	1152	1153	1154	1155	1156	1157	1158	1159	1160	1161	1162	1163	1164	1165	1166	1167	1168	1169	1170	1171	1172	1173	1174	1175	1176	1177	1178	1179	1180	1181	1182	1183	1184	1185	1186	1187	1188	1189	1190	1191	1192	1193	1194	1195	1196	1197	1198	1199	1200	1201	1202	1203	1204	1205	1206	1207	1208	1209	1210	1211	1212	1213	1214	1215	1216	1217	1218	1219	1220	1221	1222	1223	1224	1225	1226	1227	1228	1229	1230	1231	1232	1233	1234	1235	1236	1237	1238	1239	1240	1241	1242	1243	1244	1245	1246	1247	1248	1249	1250	1251	1252	1253	1254	1255	1256	1257	1258	1259	1260	1261	1262	1263	1264	1265	1266	1267	1268	1269	1270	1271	1272	1273	1274	1275	1276	1277	1278	1279	1280	1281	1282	1283	1284	1285	1286	1287	1288	1289	1290	1291	1292	1293	1294	1295	1296	1297	1298	1299	1300	1301	1302	1303	1304	1305	1306	1307	1308	1309	1310	1311	1312	1313	1314	1315	1316	1317	1318	1319	1320	1321	1322	1323	1324	1325	1326	1327	1328	1329	1330	1331	1332	1333	1334	1335	1336	1337	1338	1339	1340	1341	1342	1343	1344	1345	1346	1347	1348	1349	1350	1351	1352	1353	1354	1355	1356	1357	1358	1359	1360	1361	1362	1363	1364	1365	1366	1367	1368	1369	1370	1371	1372	1373	1374	1375	1376	1377	1378	1379	1380	1381	1382	1383	1384	1385	1386	1387	1388	1389	1390	1391	1392	1393	1394	1395	1396	1397	1398	1399	1400	1401	1402	1403	1404	1405	1406	1407	1408	1409	1410	1411	1412	1413	1414	1415	1416	1417	1418	1419	1420	1421	1422	1423	1424	1425	1426	1427	1428	1429	1430	1431	1432	1433	1434	1435	1436	1437	1438	1439	1440	1441	1442	1443	1444	1445	1446	1447	1448	1449	1450	1451	1452	1453	1454	1455	1456	1457	1458	1459	1460	1461	1462	1463	1464	1465	1466	1467	1468	1469	1470	1471	1472	1473	1474	1475	1476	1477	1478	1479	1480	1481	1482	1483	1484	1485	1486	1487	1488	1489	1490	1491	1492	1493	1494	1495	1496	1497	1498	1499	1500	1501	1502	1503	1504	1505	1506	1507	1508	1509	1510	1511	1512	1513	1514	1515	1516	1517	1518	1519	1520	1521	1522	1523	1524	1525	1526	1527	1528	1529	1530	1531	1532	1533	1534	1535	1536	1537	1538	1539	1540	1541	1542	1543	1544	1545	1546	1547	1548	1549	1550	1551	1552	1553	1554	1555	1556	1557	1558	1559	1560	1561	1562	1563	1564	1565	1566	1567	1568	1569	1570	1571	1572	1573	1574	1575	1576	1577	1578	1579	1580	1581	1582	1583	1584	1585	1586	1587	1588	1589	1590	1591	1592	1593	1594	1595	1596	1597	1598	1599	1600	1601	1602	1603	1604	1605	1606	1607	1608	1609	1610	1611	1612	1613	1614	1615	1616	1617	1618	1619	1620	1621	1622	1623	1624	1625	1626	1627	1628	1629	1630	1631	1632	1633	1634	1635	1636	1637	1638	1639	1640	1641	1642	1643	1644	1645	1646	1647	1648	1649	1650	1651	1652	1653	1654	1655	1656	1657	1658	1659	1660	1661	1662	1663	1664	1665	1666	1667	1668	1669	1670	1671	1672	1673	1674	1675	1676	1677	1678	1679	1680	1681	1682	1683	1684	1685	1686	1687	1688	1689	1690	1691	1692	1693	1694	1695	1696	1697	1698	1699	1700	1701	1702	1703	1704	1705	1706	1707	1708	1709	1710	1711	1712	1713	1714	1715	1716	1717	1718	1719	1720	1721	1722	1723	1724	1725	1726	1727	1728	1729	1730	1731	1732	1733	1734	1735	1736	1737	1738	1739	1740	1741	1742	1743	1744	1745	1746	1747	1748	1749	1750	1751	1752	1753	1754	1755	1756	1757	1758	1759	1760	1761	1762	1763	1764	1765	1766	1767	1768	1769	1770	1771	1772	1773	1774	1775	1776	1777	1778	1779	1780	1781	1782	1783	1784	1785	1786	1787	1788	1789	1790	1791	1792	1793	1794	1795	1796	1797	1798	1799	1800	1801	1802	1803	1804	1805	1806	1807	1808	1809	1810	1811	1812	1813	1814	1815	1816	1817	1818	1819	1820	1821	1822	1823	1824	1825	1826	1827	1828	1829	1830	1831	1832	1833	1834	1835	1836	1837	1838	1839	1840	1841	1842	1843	1844	1845	1846	1847	1848	1849	1850	1851	1852	1853	1854	1855	1856	1857	1858	1859	1860	1861	1862	1863	1864	1865	1866	1867	1868	1869	1870	1871	1872	1873	1874	1875	1876	1877	1878	1879	1880	1881	1882	1883	1884	1885	1886	1887	1888	1889	1890	1891	1892	1893	1894	1895	1896	1897	1898	1899	1900	1901	1902	1903	1904	1905	1906	1907	1908	1909	1910	1911	1912	1913	1914	1915	1916	1917	1918	1919	1920	1921	1922	1923	1924	1925	1926	1927	1928	1929	1930	1931	1932	1933	1934	1935	1936	1937	1938	1939	1940	1941	1942	1943	1944	1945	1946	1947	1948	1949	1950	1951	1952	1953	1954	1955	1956	1957	1958	1959	1960	1961	1962	1963	1964	1965	1966	1967	1968	1969	1970	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	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## Equities firmer as rate hopes revive

**THE DEBATE** over prospects for domestic interest rates was propelled into the centre of the UK stock market once again yesterday, following the discount cut to 6.5 per cent in the US discount rate overnight. However, UK equities looked uncertain at first and an advance in the second half of the session appeared to reflect a report in the London press that the UK government might change its view on the level of sterling acceptable for cuts in domestic base rates. Equities, having opened 10 FT-SE points higher in response to the cut in the Federal discount rate, lost heart when sterling failed to make headway, but then turned sharply upwards again as investors reassessed the impact of an early cut in UK rates in the wake of the decision on the

<b>First Dealings:</b>	Dec 31	Jan 14
<b>Option Dealings:</b>	Dec 27	Jan 24
<b>Last Dealings:</b>	Dec 28	Jan 25
<b>Account Day:</b>	Jan 7	Feb 4

*Non-trade dealings may take place from 4:30 p.m. two business days earlier.*

other side of the Atlantic.

At the close, the FT-SE Index was 16.9 points ahead at 2,178.7, just below the best of the day. Turnover remained relatively high, with Seagull's 500,000 shares, against Tuesday's 375,000. TSB said that equity volume was again swollen by substantial tax-loss trading, including the repurchase of stock sold for this purpose at the close of the previous session.

Equity strategists announced

unconvinced by the arguments that UK interest rates can follow the US discount rate downwards in the near future. "The main problem for the British authorities is the sterling/D-Mark rate," commented Mr Bob Semple at County Nat-West. Yesterday's pronounced weakness in sterling against the German mark was seen as a warning sign of the likely outcome of a near-term reduction in UK rates.

The healthy level this week in Seaq daily volumes, which incorporate both customer and inter-dealer business in equities, appears to make the expected decline in genuine investment activity as the institutions wind down operations ahead of the year-end. Data on equity retail business, published by the Interna-

that customer interest in shares slipped to £638.2m on Monday from the £1bn-plus daily totals recorded last week.

Many, but not all, institutions, will draw the line under 1980 investment by the end of this week. Their current operations are largely concerned with establishing tax-efficient, mainly lying-in-wait portfolios by moving into stocks which have advanced this year, and weeding out the less attractive features.

The market was also encouraged yesterday by a return of bid activity as the news that BTG had bought 10% of its stake in Pilkington, the world leader in flat glass manufacture, revived hopes that the UK conglomerate may be poised for another attack on Pilkington. However, other

possible bidders for the glass maker.

Although London shares ended firmly, there was some disappointment in very late trading at Wall Street's unimpassioned start to the new session — the Dow was barely ahead when London closed for the day. UK analysts commented that the cut in general discount rates could prove a two-edged sword for other world markets. The cut was clearly a reaction to growing recessionary pressures on the US economy and to the severe pressures on US banks, which were helped by the dividend cut announced overnight by Citicorp, the biggest US bank.

Equity investors were also restrained by the new uncertainty over the Gulf crisis, signalled yesterday by a modest

Fixed Interest	91.14	91.05	
Ordinary Share	1707.1	1694.2	
Gold Mines	137.2	138.2	
FT-SE 100 Share	2178.7	2161.8	
FT-SE Eurostock 100	966.28	972.98	
Ord. Div. Yield	5.62	5.66	
P/E Ratio (incl. Div.)	17.74	11.81	
P/E Ratio (excl. Div.)	10.28	10.22	
SEAO Barges 4.45cpe	23,829	23,805	
Equity Turnover(£m/1)	-	1098.25	
Equity Bargainest	-	23,993	
Share Traded (mln)	-	331.4	
Ordinary Share Index, Hourly changes			
Open	9 am	10 am	
1702.9	1702.2	1700.2	1701.2
			1699.2
FT-SE, Hourly changes			
Open	9 am	10 am	
2177.9	2169.1	2169.8	2169.5
			2167.8
FT-SE Eurostock 100, hourly changes			
Open	9 am	10 am	
975.30	971.18	966.68	966.28

90.93	91.01	91.02	92.41	0
1090.2	1701.2	139.1	1886.0	11
2157.9	2168.4	2172.2	2380.7	2
972.00	982.71	988.21	-	10
5.67	5.85	5.82	4.56	
11.84	11.78	11.74	11.18	
10.30	10.28	10.25	10.69	
25.205	32.804	31.637	35.623	
338.928	937.448	1215.88	1213.90	
26.788	36.880	30.727	30.102	
17.474	44.42	87.65	45.17	
Day's Low 1698.9				
1 pm 0.9	2 pm 1.0	3 pm 1.2	4 pm 1.0	
1 pm 0.4	2 pm 1.0	3 pm 1.2	4 pm 1.0	
Day's High 2179.1	Day's Low 2165.4			
1 pm 1.7	2 pm 1.8	3 pm 1.4	4 pm 1.4	
1 pm 1.7	2 pm 1.8	3 pm 1.4	4 pm 1.4	
Day's Low 973.30	Day's Low 984.49			
1 pm 1.2	2 pm 1.5	3 pm 1.6	4 pm 1.6	
1 pm 0.9	2 pm 1.0	3 pm 1.0	4 pm 1.0	

[illegible]

# Flurry in Pilkington shares

THE RUSH to buy shares in Pilkington of Billington, the world's largest flat glass manufacturer, stemmed not from the group's eastern European expansion, but a marked revival in takeover speculation. News of Pilkington's bid for the Czechoslovakian ISG Sandomeks of Poland, hardly moved the shares but the later announcement that BTR had increased its holding of Pilkington equity to 4.05 per cent certainly did. The share price jumped to 182p for a gain of 10 in the previous 72 hours.

According to BTR, the shares were bought because they looked cheap, but market followers of Pilkington formed other opinions. "It is either building a platform to launch another bid - BTR made an unsuccessful attempt almost four years ago - or they are trying to fust out any other potential predator," said one.

However, sector analysts Mr Farrukh Hasan and Mr William Beavington, at Lehman Brothers, consider Hanson to be a more likely candidate to take over Pilkington. "The cash-rich UK conglomerate has demonstrated by previous acquisitions that it is prepared to take major market shares in the building materials industry, and Pilkington obviously fits the most important criteria," they say. "In our view it is that a price of over 250p a share would result in success," they concluded.

"not unjustified".

A switch recommendation, issued by broking house Hambro, Hambro & Co., out of Cable and Racal Telecom boosted the latter 4 to 285p. Cable, helped by the overall strength of the market, improved 3 to 458p.

Defenders of the telecoms specialists' share price, said Racal Telecom and Cable were on the same market rating - 15 times earnings - but that Racal Telecom was "growing twice as fast as cable - 20 per cent a year, cable's 10 per cent". He also pointed to the greater risk factors at Cable, both from the uncertain prospect in Hong Kong and also from the monopoly review in the UK, which is expected in the new year.

Mr Newman added that the next move in Racal's installation rates "is going up", and that the problematical "China" rate is being purged.

Mr Newman also pointed to the Swedish maker of a drug that competes with Glaxo's big seller Zantac, that it would secure further drug approvals next year added to Tuesday's weakness in Glaxo. The shares lost another 10 to 864p.

Another sector leader, benefited from a late run. Grand Metropolitan climbed 15 to 871p, with several traders suggesting there was some manoeuvring ahead of an American Depository Receipt listing next March. "An ADR makes it easier for US investors to be traded by US institutions."

GrandMet's rise pushed other issues higher. Guinness added 8 to 784p and Scottish & Newcastle formed 47 to 871p.

Another section was hit by a sharp, down to 464p, still held back by concern over a possible large overhang of

**FT-A All-Share Index**

Turnover by volume (million)

including:  
Inter-mediated Dealings & Clearings turnover

Oct Nov Dec

The shares closed 3 off at 156p.

Wall Street influences motivated fresh demand for Siebe, which rose 13 to 388p, while revived takeover hopes lifted Colson 10 to 156p.

The big three stocks in the oil and gas group continued to perform well as crude oil prices edged higher and energy analysts maintained their positive profile for the sector. In their latest monthly oil report, the Smith New Court team takes the view that "the odds favour a military conflict in the Middle East", and continues to recommend overweight position in the sector.

Smith envisaged a downside of "perhaps 5 per cent" in the event of a peaceful outcome to the crisis, but points out that in the event of military conflict the upside could well be some 20 per cent. Smith notes that the current sector relative to 218 compares with the 300 level reached during the heat of the 1979 oil crisis.

BP, the sector's favoured stock in the majors, improved 3 more to 462p on 4.6m.

Electronics group Unitrac dropped to 207p in a belated reaction to the profits downgrading carried out at the start of the week by Unitrac's brokers, BSB. Philip Morris, who climactically carried out sale of a fine of 100,000 shares was said to have been behind the steep decline in the share price.

UBS lowered its full year expectation to £22m, or 16.1p a share, from £25m. The interim figure pencilled in at 8.5p of earnings, or £10m - down 19 per cent.

Yesterday was one of the lowest volume days of the year for stock exchange issues, and one which also summed up the mood of the market. Many company managers in general have decided that the underperformance

dealings operations were said to be up and running as from yesterday.

Suggestions of big support from Japanese institutions were said to have been exaggerated. "They may well have played in a big way last week via the Package, possibly unscrambling the holdings, but even then there was no great wave of activity," it was said.

East Midland was the best performing disco yesterday, closing 3 pence at 151p on 1.5m, while Manweb, Northern and Foreweb were each 2 better at 175p, 145p and 133p respectively. The Package settled 58 higher at 2152.3.

Press comment preaching caution on water shares put paid to any further outperformance by any sector. The weakest sharing came from Yorkshire, which slipped 5 to 256p, while Northumbrian eased 4 to 260p. The Package was 222 down at 2586.3.

Traders acted on a belief that a loss of Sun Life's stake was overhanging the market as a result of the previous day's programme trades. Their efforts to leave the holder of any such block floundering left the shares 4 lower at 254p. There were also suggestions that large agency broker had trimmed its forecast after a visit to the company.

European Leisure dropped 12 to 24p after the company's chairman said that "trading conditions are the worst for over a decade."

Further disturbing rumours sent shivers through the prop-

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## Wellcome recovers

to 433p last traders attributing this to a shortage of stock and sparked contradictory views from analysts.

Mr Ian Moore of UBS Phillips & Drew said the company was "not making predictions to institutions, of which the latest was yesterday. He forecast weakness in the shares: 'I think they have risen too far in a technical rally from an oversold position.'

Mr Robin Gilbert at James Capel took a more positive view of the shares' performance. He suggested there was a technical position in the traded options market, with an expiry date of 1993, and was encouraging the buying of the shares. This was no bad thing because the stock should be at a premium and this price was

Olympia & York, the Canadian property developer, disposes of a stake arising from a holding of convertible stock. That stake would add .94 per cent to the enlarged stake of Sully & Alted.

Stock shortages in the banks area became more acute and left good gains across the board. Lloyds added 10 to 232p and Barclays 7 to 360p. A large trade in Sully & Alted shares was said to have been a bed and breakfast deal.

Guardian Royal Exchange shares were heavily traded, closing 4 ahead at 190p on 65m. Bank of Montreal shares hinted at stake-building. It was

**NEW HIGHS AND**

**NEW HIGHS (10)**

CONCRETE (1) OAKS (1) ELECTRICITY (1) FOODS (7) INDUSTRIALS (5) London (1) LLOYDS (1) MORTGAGE (1) PAPERS (1) TRUSTS (1)

**NEW LOWS (10)**

AMERICANS (2) CANADIANS (1) BANKS (1) BUILDING (1) CHEMICALS (1) ELECTRICALS (1) FOODS (1) INDUSTRIALS (1) LLOYDS (1) TRUSTS (1)

[illegible]

in stone". Against this background, British Steel featured with 24m shares traded, partly supported by a bid-and-breakfast deal. The stock closed at 115p, up 10p from 105p after having risen to 130p during the day.

There was very little evidence of selling pressure in the electricity issues from private companies. British Nuclear Fuels received their share allotments yesterday. Turnover in the sector remained "very slow", as one dealer put it, in spite of the first trickle of selling orders from the public.

However, it was also pointed out that the Christmas post may well have held up the main body of the allotment of shares. Turnover is seen to pick up as the day, when small investors will have to decide whether to take a profit on their holdings or hold on for the long-term benefits. The so-called instant-

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# Power station chief

■ **Mrley Hall** has been appointed executive director, production, of **NUCLEAR ELECTRIC**, responsible for the operation of the company's power stations, together with the engineering, technical and development support. He has been chief executive (production) since the formation of the company.

■ **Dr Bernd W. Kummer**, executive joint manager of **ALP-BANK**, Hamburg branch, has taken over from **Mr Manfred Falkenheimer** as general manager of the London branch, jointly with **Mr Burkhard Frankenberger**. **Mr Kummer** has returned to head office in Frankfurt.

■ **Mr Richard Lake** will be replacing **HOWARD GOVETT** as head of technical analysis, investment research, from January 21. He was chairman of **World Stockmarket Analysis**.

■ **Mr Mike Jenkins**, managing director of **Delta Extruded Metals Company**, has been elected president of **THE BRITISH METAL INDUSTRIES FEDERATION**, succeeding **Mr Jim Davidson** of **BICC Cables**.



**BRITISH BIO-TECHNOLOGY.** Oxford, has appointed Mr James Noble (pictured) as finance director and chief financial officer. He joined the board on November 26, and previously was a director of Kleinwort. Benson which advised on the company's placement of £22.7m equity finance.

Mr David Lowe has been appointed finance director of **ALMERSTON HOLDINGS.** He takes over from Mr Philip Rose who remains non-executive chairman.

**JOHNSON & HIGGINS,** a Lloyd's broker, has appointed Mr David B. Penlson as a director in its global property division. He was in the North American property department of Willis Faber.

**CORNWELL PARKER,** High Wycombe, a furniture and

Mr. Iver Thomas, has appointed Mr. Iver Thomas as an executive director from March 1. He will take over as finance director at the end of the financial year on July 31 from Mr. John Hanson who is retiring. Mr. Thomas is finance director of Matthew Clark.

Mr. Peter Aldersey is to be become deputy general manager of the A VON ASSURANCE COMPANY, Stratford-upon-Avon, from January 1. He is assistant general manager of Trinity Assurance Company.

**CONTINUOUS STATIONERY** has appointed Mr W.J.A. Deacome as a non-executive director. He is managing director and a founder of Campbell Lutyens and Co, investment bank.


Mr Adrian Evans, managing director of BENCHMARK GROUP, is resigning from the board on December 31 to take up a position elsewhere. Mr Tom Williams, managing director of the group's banking subsidiary will, in addition to his existing responsibilities, take over as managing director.

Mr Phil Buckle is to be appointed managing director of BLUE CIRCLE BATHROOM PRODUCTS GROUP on January 1. He succeeds Mr Tim Bennett who is retiring at the end of December. Mr Buckle was appointed managing director of the garden products

group within Blue Circle Home Products in January.

## Metro Radio changes

METRO RADIO GROUP, Newcastle upon Tyne, has appointed Mr Neil Robinson (pictured)



as chairman and chief executive following the retirement as chairman of Lord Elliot of Morpeth. Mr Robinson was managing director, Mr Richard Summingsford, director of corporate development, Mr Brynallis Group, Mr Tony Wickens, managing director designate of TV-am, and Mr Philip Finnegan, chairman and chief executive of Capital radio, all become non-executive directors. Mr Eric Lawrence, financial controller, has been appointed company secretary.

Five to Fifteen Years			
100	97	100	100
102	103	100	100
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195	193</		

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11.02	10.96		
10.98	10.72		
10.94	10.96		
10.90	10.72		
10.86	10.96		
10.82	10.72		
10.78	10.96		
10.74	10.72		
10.70	10.96		
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10.62	10.96		
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6.54	10.96		
6.50	10.72		
6.46	10.96		
6.42	10.72		

96%	11.17	11.70	11.70
97%	11.17	11.70	11.70
98%	11.17	11.70	11.70
99%	11.17	11.70	11.70
100%	11.17	11.70	11.70

### HEALTH & LOANS

2004			
84%	9.33	9.33	

### S

#### Societies

100%	4.88	5.27
104%	4.75	4.91

#### Savings Inst.

501	5.66	9.50
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### INS & RAILS

Price	+/-	%	Vol.
50	-	3.50	17.00
50	-	1.00	17.00
50	-	1.00	17.00
50	-	1.00	17.00
121%	-	12.99	15.57

### INS

Price	+/-	%	Vol.
50	-	3.50	17.00
50	-	1.00	17.00
50	-	1.00	17.00
50	-	1.00	17.00
121%	-	12.99	15.57

### INS

Price	+/-	%	Vol.
50	-	3.50	17.00
50	-	1.00	17.00
50	-	1.00	17.00
50	-	1.00	17.00
121%	-	12.99	15.57

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FINANCIAL TIMES STOCK INDICES												
	Dec 10	Dec 14	Dec 17	Dec 14	Dec 15	Year Ago	1992	Since Completion High Low				
<b>Government Secs</b>	62.83	62.74	62.67	63.57	63.31	64.45	84.26	74.13	127.4	48.18		
							(2/1)	(30/4)	(1/1/85)	(3/1/79)		
<b>Fixed Interest</b>	91.14	91.03	90.93	91.34	91.02	92.41	92.91	85.90	105.4	50.53		
							(8/1)	(30/4)	(21/1/87)	(3/1/75)		
<b>Ordinary Share</b>	1707.1	1694.2	1690.2	1701.2	1704.9	1866.0	1868.3	1510.4	2008.6	48.4		
							(3/1)	(24/8)	(5/8/88)	(26/6/40)		
<b>Gold Mines</b>	157.2	156.2	140.1	138.8	139.1	313.1	378.5	158.2	734.7	43.5		
							(8/2/8)	(20/10/2)	(20/10/71)			
<b>FT-SE 100 Share</b>	2178.7	2161.8	2157.9	2168.4	2172.2	2380.7	2463.7	1890.2	2463.7	98.9		
							(5/1)	(25/9)	(3/1/90)	(23/7/84)		
<b>FT-SE Eurostock 100</b>	958.38	972.68	972.00	982.71	986.21	-	1003.35	948.31	1003.35	948.31		
							(1/12)	(27/11)	(12/2/90)	(27/1/90)		
<b>Ord. Div. Yield</b>	5.62	5.66	5.67	5.65	5.62	4.36						
<b>Earning Yield (Wtill)</b>	17.74	17.81	17.88	17.78	17.74	17.15						
<b>P/E Ratio (Wtill)</b>	16.28	16.32	16.30	16.25	16.23	16.85						
<b>SEAO Barge/4.55m</b>	23,829	23,605	23,305	23,804	23,637	35,233						
<b>Euro Turnover(£m)</b>	-	1086.25	1082.38	957.44	1315.89	161.83						
<b>Euro Equivalents</b>	-	23,993	24,798	35,850	39,757	59,192						
<b>Share Traded (m)</b>	-	53.4	51.4	44.4	87.6	55.7						
<b>Ordinary Shares Index, Hourly changes</b>	Day's High 1708.1						Day's Low 1698.9					
<b>Open</b>	1702.9	1700.2	1700.2	1710.1	1700.1	1700.4	2 pm	1700.4	4 pm	1700.4	4 pm	1700.4
<b>Close</b>	1702.9	1700.2	1700.2	1710.1	1700.1	1700.4	2 pm	1700.4	4 pm	1700.4	4 pm	1700.4
<b>FT-SE Hourly changes</b>	Day's High 2179.1						Day's Low 2165.4					
<b>Open</b>	2177.9	2168.1	2168.6	2168.9	2168.7	2171.8	2 pm	2171.8	4 pm	2171.8	4 pm	2171.8
<b>Close</b>	2177.9	2168.1	2168.6	2168.9	2168.7	2171.8	2 pm	2171.8	4 pm	2171.8	4 pm	2171.8
<b>FT-SE Eurostock 100, hourly changes</b>	Day's High 973.30						Day's Low 964.49					
<b>Open</b>	973.30	971.10	968.08	964.49	968.21	965.21	2 pm	965.21	4 pm	965.21	4 pm	965.21
<b>Close</b>	973.30	971.10	968.08	964.49	968.21	965.21	2 pm	965.21	4 pm	965.21	4 pm	965.21

**GILT EDGED ACTIVITY**

Index: Dec 18 Dec 17

**Gilt-Edged**

**Bargains** 91.3 87.7

**5-day average** 91.3 89.2

**\*SE Activity 1974**

Excluding intra-market business & Overseas turnover.

**London report and latest Share Index:**

Tel. 0695 123001

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erty sector. Ford Sellar Morris Properties, on the unlisted securities market, saw its share price plummet on talk that it was having difficulty raising some of its large projects. The stock plummeted 19 to 28p during the day but recovered to close at 37p, down 5, after the company issued a statement denying the rumours and indicating that its bankers were satisfied with the company's situation. One specialist stockbroker commented that, in the property market's present environment, the outlook for highly geared companies was bleak. "There is no smoke without fire," he said, "and the support level is very low."

Resilience was seen in some property issues, however, with Gurney Portland Estates gaining 7 to 20p.

Courtesy Properties recovered 10 further to 43p on a stream of small buying orders, according to a dealer. Sentiment was no doubt helped by an agency report that the rumour of the company's takeover, tradeably, Last week the shares plunged to 15p after Courtesy reported a retained annual loss

of £7.8m and the appointment of receivers at two lighting subsidiaries, which it had been unable to sell.

Favourable comment on the excellent mid-term results, which chairman Sir John reflected not only the success of acquisitions but also a good measure of organic growth from existing businesses, pushed Mosaic Investments up 13 more to 285p.

■ Other Market statistics, including the FT-Accruries share index, Page 23

## LONDON SHARE SERVICE

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**FT MANAGED FUNDS SERVICE**

● Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-925-2128

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● Current Unit Trust Prices are available on FT Cityline. To obtain your free Unit Trust Code Booklet ring the FT Cityline help desk on 071-525-2123.

### MANAGED FUNDS NOTES

Prices are in pence net of value added tax and include a designated 5 pence no penalty fee to U.S. dollars. There is no allowance for any buying expenses. Prices of available older issues are shown in parentheses. The following are the main features of the funds:

- 1. Distribution free of UK taxes, if Portfolio protection insurance plan. A Single investment insurance is developed and available for all funds as a UK option.
- 2. Investment in Transferable Securities at a Different price and charges expenses recent capital commitment.
- 3. Change of price in the UK market.
- 4. Yield before Income tax. A Le-discount, is only available to UK residents.
- 5. Dividends, interest and other income, accumulated rates of NAV increase, are not dividend.

For Funds not SIF recognised The regulatory authorities for the UK are the Financial Services Commission, the Financial Commission, the Isle of Man Financial Supervisory Commission, the Jersey Financial Supervisory Commission, the Guernsey Financial Supervisory Commission, the Channel Islands Financial Supervisory Commission, the Jersey Financial Supervisory Commission, the Guernsey Financial Supervisory Commission, the Channel Islands Financial Supervisory Commission.





## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

Continued on Page 39

**NASDAQ NATIONAL MARKET**

3pm prices December 19

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**3pm prices  
December 19**

[illegible]

**BUSINESS  
SOFTWARE**  
A selection of  
software  
packages to suit  
your business  
needs appears  
every Saturday in  
**WEEKEND FT.**

